



Alpha Dhabi Holding  
ألفا ظبي القابضة

# FOSTERING A FUTURE-FORWARD WORLD

**ESG REPORT 2022**  
**ALPHA DHABI HOLDING**

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# 1.

## ABOUT THIS REPORT

(GRI 2-1, GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5, G7, G8, G9)

The 2022 edition of our Sustainability report highlights the approaches and performance of Alpha Dhabi Holding's (ADH) largest subsidiaries on material Environmental, Social, and Governance (ESG) topics. This year's review focuses on the company's ESG efforts across ADH's core verticals and builds on findings and progress from our inaugural report in 2021.

To gain a detailed overview of our performance, we recommend reviewing this report in conjunction with our 2022 Consolidated Financial Statements and Corporate Governance Reports.

### 2022 REPORTING SCOPE AND ORGANISATIONAL PARAMETERS

The subsidiaries covered by this report account for over 90% of ADH's consolidated revenue. We reassess our reporting practices every year to ensure that our ESG reporting is more inclusive. Our goal is to gradually expand coverage to all ADH subsidiaries to provide a holistic companywide ESG evaluation. To review the segregated and consolidated data for all the reported companies in this edition of the report, please refer to the Key ESG Performance Indicators section in the Appendices.

In 2022, expanding its property investment portfolio, Alpha Dhabi increased its total stake in Aldar to over 31%. With this, ADH now operates as the parent company, where Aldar Properties PJSC will be treated as a subsidiary of Alpha Dhabi Partners Holding L.L.C and will be reflected in Alpha Dhabi's consolidated annual financial statements. As a result, under the Alpha Dhabi Partners Holding L.L.C vertical, Aldar Properties now falls under the revenue contribution threshold and will be included in the reporting boundaries established for 2022.

### REPORTING BOUNDARY

- 1 National Marine Dredging Company PJSC,  
Vertical: Industrial
- 2 Pure Health Holding LLC,  
Vertical: Healthcare
- 3 Trojan Construction Group - SP LLC,  
Vertical: Construction
- 4 Aldar Properties PJSC,  
Vertical: Partners

The reporting boundary for Pure Health Holding LLC is Pure Health Medical Supplies, which has expanded from the previous year. In 2021, three additional entities were included in the reporting boundary: Pure Lab (MOHAP), TMO, and One Health, in addition to Pure Health Medical Supplies (Corporate Level). In 2022, Rafed and Pure Lab (Union 71) were transferred from SEHA's control and, together with newly acquired Somerian Health and its subsidiaries, now fall under the domain of Pure Health Medical Supplies. Consequently, to ensure comparability, the historical data has been updated to reflect the new reporting boundary, which may differ from last year's report.

The reporting boundary for National Marine Company PJSC has expanded from the previous year to encompass its recently acquired entity, the National Petroleum Construction Company (NPCC). This year's reporting boundary includes both the primary business unit, NMDC UAE and NPCC. Therefore, to ensure consistency, the historical data has been revised to reflect the new reporting boundary, which may differ from last year's report.

## COMMITMENT TO GLOBAL AND LOCAL ESG STANDARDS

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 Update, which is effective for reports or other materials published on or after 1 January 2023.

We have ensured compliance with the recommendations and guidance of the Global Reporting Initiative (GRI) to enhance transparency and accountability of disclosures. GRI is a network-based organisation that has developed the most widely used framework for sustainability reporting. We have reported against all Universal Standards and material Topics Standards. Our alignment with the standards can be found in the GRI Content Index, included at the end of the report under the Appendices.

As a responsible global corporate citizen and a leading sustainability advocate in the UAE, we are committed to supporting key global and local initiatives, starting with our commitment to the Abu Dhabi Vision 2030. Additionally, this year's report further reflects an extended reporting scope that highlights our contribution towards the Sustainable Development Goals (SDGs) and the ADX ESG Disclosure Guidance.

To review our alignment with the ADX ESG disclosures, please refer to the GRI Content Index in the Appendices.

## ENSURING REPORTING INTEGRITY

ADH undertakes all efforts to ensure company reporting integrity. To that end, information provided in this ESG report has been reviewed by ESG Integrate and a reputable third-party firm operating in the ESG space, in line with GRI reporting standards that ensure reliability, transparency, and fair representation of ESG data and information. management and paperless procurement.

The data reflecting Aldar Properties' sustainability performance has not been independently verified at the time of publication and may differ from the information presented in their 2022 Sustainability Report. Please visit their [WEBSITE](#) to access the final assured figures.

Additionally, Aldar's HR information only reflects its corporate workforce. For an overview of the Aldar Group, including its subsidiary companies, please visit Aldar's 2022 Sustainability Report. It should also be noted that the detailed scope and boundary for KPIs may vary. For a complete and accurate understanding of the reporting criteria, please consult Aldar Properties' 2022 Sustainability Report.



## FORWARD-LOOKING STATEMENTS

While all efforts have been made to ensure data accuracy, ADH operates in global and local markets where external factors outside its control can impact environments and ecosystems. Therefore, ADH bears no obligation to publicly update or revise any/all forward-looking statements included in this report unless required to do so by applicable laws and regulations.

# 2.

## A LETTER FROM THE MANAGING DIRECTOR & CEO

(GRI 2-2)

Alpha Dhabi holding (ADH) can reflect on a very successful year in 2022, The first full year of trading on the Abu Dhabi Securities Exchange (ADX) since our listing in mid-2021.

In a global context categorised by uncertainty and economic headwinds, the UAE has continued to exhibit healthy economic fundamentals, growth, and positive market sentiment. At ADH, we have created shareholder value across our diversified business group. We capitalised on local and global opportunities to expand our key verticals and cement our position as a leading regional investment holding company.

We remain deeply committed to the Abu Dhabi economic vision 2030, the UAE's Net Zero by 2050 Strategic Initiative and the United Nations Sustainable Development Goals. In doing so, we aim to create a network of future oriented technology rich businesses that work cohesively to support healthy communities and biodiverse ecosystems where people and nature can thrive and adapt to changes in climate and socioeconomic environments.

Our confidence in the UAE economy and Aldar's strong commitment to our set of ESG driven values has led us to increase our stake in this UAE-based real estate developer. In 2022, we became its largest shareholder and parent company. Also, in line with Abu Dhabi economic vision 2030 and the UN SDGs, we partnered with ADQ to create the UAE's largest healthcare provider through our subsidiary Pure health.

As all material investment vehicle focused on supporting the growth and diversification of UAE economy, Alpha Dhabi embraces its responsibility towards sustainable and inclusive economic development. Accordingly, and as stipulated in our inaugural sustainability report in 2021 we have refined our approach to sustainability for the current edition.

Throughout 2023 and 2024, we target embedding climate risk management in our decision-making process and using our extensive supply chain to promote sustainability practises throughout the region. We believe that the journey of embedding sustainability into our business model will benefit us greatly. We expect to become more resilient to be able to identify new business opportunities and to better serve all our stakeholders.

**Eng. Hamad Salem Mohammed Saeed Al Ameri**  
Managing Director & Chief Executive Officer

# 3.

## ABOUT ALPHA DHABI HOLDING

### OUR BUSINESS

(GRI 2-6, GRI 2-7, GRI 2-8, GRI 2-28)

#### LEADING THE MIDDLE EAST INVESTMENT LANDSCAPE

Alpha Dhabi Holding (ADH) operates as one of the region's leading investment holdings. A subsidiary of the Abu Dhabi-based International Holding Company (IHC), ADH drives development and diversification across core sectors of the UAE economy through strategic investments.

The company's investment and growth strategy are inspired by the Abu Dhabi Vision Economic Vision 2030, wherein ADH aims to create the largest regional ecosystem of future-oriented businesses in support of a sustainable, diversified, innovative and knowledge-based AUE economy. ADH subsidiaries benefit from enhanced access to technology, market connectivity, and group synergies.

In 2022, ADH continued to invest in lucrative opportunities in new sectors and geographies. These strategic investments created shareholder value as well as economic, social, and environmental benefits to stakeholders in the UAE and internationally.

#### THE ADH ECOSYSTEM

ADH is a subsidiary of International Holding Company (IHC). In 2021, IHC listed ADH shares on the Abu Dhabi Securities Exchange in a successful Initial Public Offering (IPO). IHC remains the largest shareholder, with a controlling stake, followed by smaller institutional and public investors.

#### SHAREHOLDERS WITH 5% OR MORE OWNERSHIP

**76%**

IHC Capital  
Holding LLC

**10%**

West Investment SPV  
restricted limited

**86%**

TOTAL

The ADH ecosystem strives to maximise shareholder value through diversification across six strategic verticals: Construction, Healthcare, Hospitality, Industrial, Energy, and Partners. Under each vertical is a wholly ADH-owned subsidiary that controls all investments within the scope of the vertical. Operating under this structure has allowed ADH to streamline its investments and grow its portfolio to over 60 standalone businesses operating both locally and abroad.

With a paid-up capital of AED 10 billion and a workforce of nearly 50,000 employees (excluding labourers), ADH is well-positioned to make smart acquisitions that create value through access to technology, markets and group synergies.

## ADH PORTFOLIO OVERVIEW

### THE 6 PILLARS OF INVESTMENT

**1. CONSTRUCTION:** ADH's construction portfolio focuses on offering turnkey solutions across the end-to-end construction value chain. ADH's portfolio mission is to drive construction best practices to lead sustainable urbanisation in the UAE in line with Abu Dhabi Vision 2030.

**2. HEALTHCARE:** ADH's healthcare portfolio focuses on supporting the UAE healthcare sector, leveraging innovative technology-oriented solutions to streamline hospital management, improve patient care, and ensure inclusive access to healthcare. The portfolio includes subsidiaries that provide specialised health and wellness services as well as premium medical equipment suppliers.

**3. HOSPITALITY:** ADH's hospitality portfolio leads the market in luxury hospitality services. The portfolio serves a wide range of customers through strategic partnerships with the world's leading hotels and hospitality brands.

**4. INDUSTRIES:** ADH's industry portfolio is dedicated to expanding local manufacturing in the UAE through sustainable technology-oriented solutions. The portfolio serves industrial clients in a variety of sectors, including F&B, transportation and logistics, machinery and equipment, mineral products, and automotive.

**5. PARTNERS:** ADH's partners portfolio is geared towards establishing mutually beneficial relationships with market-leading enterprises. The portfolio is sector-agnostic and on a mission to add successful local and global brands that share ADH's operational and sustainability visions.

**6. ENERGY:** ADH's newly added energy portfolio aims to invest in energy related ventures and companies where technology plays a key role, also targeting opportunities involving renewable energy solutions.



Planting and managing homes for indigenous and migratory bird species

## ADH LEADING VERTICALS

Each ADH vertical is led by a group of companies that are sector leaders committed to driving innovation and sustainability in their respective fields of business.

### CONSTRUCTION

**TROJAN CONSTRUCTION GROUP – SP LLC:** Trojan Construction is a leading UAE based construction firm responsible for handing over more than AED 10 billion worth of projects in the last five years. The group is responsible for several landmark buildings that form part of the UAE's skyline, such as Nation Towers. Building on its successful past, Trojan Construction Group is committed to growing its local and regional presence while adopting sustainable construction practices and CSR initiatives.

### HEALTHCARE

**PURE HEALTH HOLDING LLC:** Pure Health is the UAE's largest integrated healthcare ecosystem that includes hospitals, clinics, diagnostics, insurance, pharmacies, health tech, procurement, and more. As a group, Pure Health leads the market in pioneering ground-breaking medical innovations that extend human potential through life, meaning, and purpose.

### HOSPITALITY

**MURBAN ENERGY LIMITED:** Murban Ltd is a multi-strategy investment company that has been investing in and developing ultra-luxury hotels, with a focus on very selective locations in the UAE and abroad. It owns St Regis Saadiyat in Abu Dhabi, Cheval Blanc Randheli in the Maldives and is currently developing a new ultra-luxury hotel in the Seychelles. In addition, Murban holds a portfolio of listed stocks and private equity investments, including a 33% shareholding in Canal Sugar, Egypt.

### INDUSTRIES

**NATIONAL MARINE DREDGING COMPANY (NMDC) PJSC:** NMDC is a leading provider of dredging, reclamation, and marine construction solutions in the Middle East. Through its recent acquisition of National Petroleum Construction Company (NPCC), NMDC can deliver complete Engineering, Procurement, and Construction (EPC) services to offshore and onshore oil & gas clients.

### • EMIRATES GATEWAY SECURITY SERVICES LLC:

Emirates Gateway Security Services is a private security firm headquartered in Abu Dhabi. It focuses on providing security and defence services to a broad range of individual and corporate clients across the UAE.

### SANDSTORM MOTOR VEHICLE MANUFACTURING

**LLC:** Sandstorm is an automobile manufacturer specialising in 4x4 vehicles designed to master the harsh climate and terrain of the Middle East. The company is committed to becoming a leader in the UAE's 4x4 vehicle market, contributing to the country's vision of establishing a local automotive manufacturing industry.

### PARTNERS

#### MAWARID HOLDING INVESTMENT LLC:

Mawarid is a leading investment company with a diversified portfolio of innovative Gulf-based businesses across multiple sectors. Mawarid, through its subsidiaries promotes sustainable forestry and agricultural practices. It uses sustainable land management know-how and technology to manage 20,000 hectares of forests comprising over 12 million trees.

#### ALDAR PROPERTIES PJSC:

Aldar is an Abu-Dhabi-based integrated real estate developer and asset manager with an expansive portfolio of residential, commercial, retails, hospitality, and education assets across Abu Dhabi. The company is on a mission to create sustainable communities that enjoy elevated standards of living in a tranquil environment.

### ENERGY

#### TRANSCEND BLOCKER, INC:

Transcend Blocker INC is an SPV which is 100% owned by Alpha Dhabi Energy Holding, a subsidiary of Alpha Dhabi Holding PJSC. The SPV was formed in October 2022 to hold the group's investment in 25% of Gordon Technologies LLC, which provides Measurement While Drilling, down-hole tools, technology and services to the oil and gas drilling industry. Gordon is headquartered in Scott, Louisiana with subsidiary offices in Kyle, Texas and Gloucester in the UK. It is committed to continually making improvements to its ESG practices.

## KEY SUBSIDIARIES IN FOCUS

(GRI 2-6)

The 2022 sustainability report focuses on four subsidiaries from the verticals above that fall under the reporting boundary.



### NATIONAL MARINE DREDGING COMPANY PJSC

#### SUBSIDIARY OVERVIEW

Industry: Integrated Energy and Marine Services Engineering, Procurement, and Construction (EPC)  
Founded: 1976  
Part of ADH: since 2021  
ADH Vertical: Alpha Dhabi Industries Holding LLC  
HQ: Abu Dhabi, UAE  
Operational Geographies: UAE, KSA, Qatar, Bahrain, Oman, France, Albania, Egypt, Eritrea, India, Maldives, Malaysia, Taiwan

#### BUSINESS DESCRIPTION

National Marine Dredging Company PJSC (NMDC) is a leader in Integrated Energy and Marine Services Engineering, Procurement, and Construction (EPC) solutions in the region. Although the group started in dredging and maritime construction, it has since expanded regionally to become the leader in end-to-end marine EPC services. In addition, with its recent acquisition of the National Petroleum Construction Company (NPCC), the NMDC group is now a major player in the UAE's energy sector, becoming the EPC contractor of choice for the country's oil and gas sector. Apart from its core dredging operations and NPCC business, the group also comprises Emarat Europe, a technology systems manufacturer, ADEC Engineering Consultancy, and a dredging subsidiary in Egypt formed as a JV with the Suez Canal Authority.



### PURE HEALTH HOLDING LLC

#### SUBSIDIARY OVERVIEW

Industry: Healthcare and Health-Tech  
Founded in: 2006  
Part of ADH: since 2021  
ADH Vertical: Alpha Dhabi Health Holding LLC  
HQ: Abu Dhabi, UAE  
Operational Geographies: UAE

#### BUSINESS DESCRIPTION

Pure Health is the UAE's largest integrated healthcare ecosystem, including hospitals, clinics, diagnostics, insurance, pharmacies, health tech, procurement, and more. As a group, Pure Health leads the market in pioneering ground-breaking medical innovations that extend human potential through life, meaning, and purpose. The group is well-positioned to advance the UAE healthcare system through scientific research and technological innovation, helping people live longer, healthier, and happier lives.



### TROJAN CONSTRUCTION GROUP - SP LLC

#### SUBSIDIARY OVERVIEW

Industry: Construction  
Founded: 2012  
Part of ADH: since 2021  
ADH Vertical: Alpha Dhabi Construction Holding LLC  
HQ: Abu Dhabi, UAE  
Operational Geographies: UAE

#### BUSINESS DESCRIPTION

Trojan Construction is a leading UAE-based construction firm responsible for handing over more than AED 10 billion worth of projects in the last five years. The group is responsible for several landmark buildings that form part of the UAE's skyline, such as Nation Towers. Building on its successful past, Trojan Construction Group is committed to growing its local and regional presence while adopting sustainable construction practices and CSR initiatives. The group comprises eight specialist construction subsidiaries, including Trojan General Contracting (TGC), National Projects & Construction (NPC), Royal Advance Electromechanical, Reem Emirates Aluminium, HiTech Concrete Products, Al Maha Modular Industries, Phoenix Timber Factory, and Reem Readymix. Two out of eight companies contribute most of the group's business.

- **Trojan General Contracting:** Trojan General Contracting has operated in the UAE real estate and construction market for over a decade. In that time, the company has delivered a diverse and expansive portfolio of construction projects across the Emirates.
- **National Projects & Construction:** NPC has been a major industry player since 2003, providing unparalleled construction services to top UAE property developers. NPC's projects span construction, infrastructure development, and in-property mechanical and electrical projects.



### ALDAR PROPERTIES LLC

#### SUBSIDIARY OVERVIEW

Industry: Real Estate Development  
Founded in: 2004  
Part of ADH: since 2021  
ADH Vertical: Alpha Dhabi Partners Holding LLC  
HQ: Abu Dhabi, UAE  
Operational Geographies: UAE

#### BUSINESS DESCRIPTION

Aldar is an Abu-Dhabi-based real estate developer and asset manager with an expansive portfolio of residential, commercial, retails, hospitality, and education assets across Abu Dhabi. The company is on a mission to create sustainable communities that enjoy elevated living standards in a tranquil environment.

Currently, the Aldar portfolio encompasses more than 60,000 residential units, over 650,000 square metres of commercial assets, and 600,000 square metres per gross leasable area of retail space. Aldar properties can be found at key locations across Abu Dhabi, including Yas Island, Saadiyat Island, and Reem Island.



# 4.

## SUSTAINABILITY AT ADH

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### WHAT MATTERS TO US

(GRI 2-29, GRI 2-30, GRI 3-1, GRI 3-2)

We are embarking on a journey to better understand the impact our decisions and operations have on society and the environment. We are also investing in understanding how all these things come together to impact shareholder value. We believe this journey will allow the group's sustainability efforts to be focused on the most relevant ESG topics, with the potential for maximum positive impact. We further believe that such an approach leads to a better understanding of risks and identification of opportunities. It builds the foundations to focus on relevant, meaningful, and targeted sustainability reporting that reflects a realistic, long-term, stakeholder-inclusive approach to ESG.

#### 1.1 THE MATERIALITY ASSESSMENT

The key to a successful materiality assessment is through stakeholder analysis that provides an understanding of stakeholder needs, their role and contribution to sustainability, priorities, and goals on an individual and corporate level. This inclusive approach to determining the ESG areas that matter most to ADH helps pave the way for more effective cooperation and collaboration across the company.

An ADH stakeholder assessment was conducted last year as a part of the 2021 inaugural ESG report. The assessment identified key stakeholders, determining their ESG influence and interest at ADH. It engaged with them through multiple channels to map their alignment with ADH's ESG vision and mission.



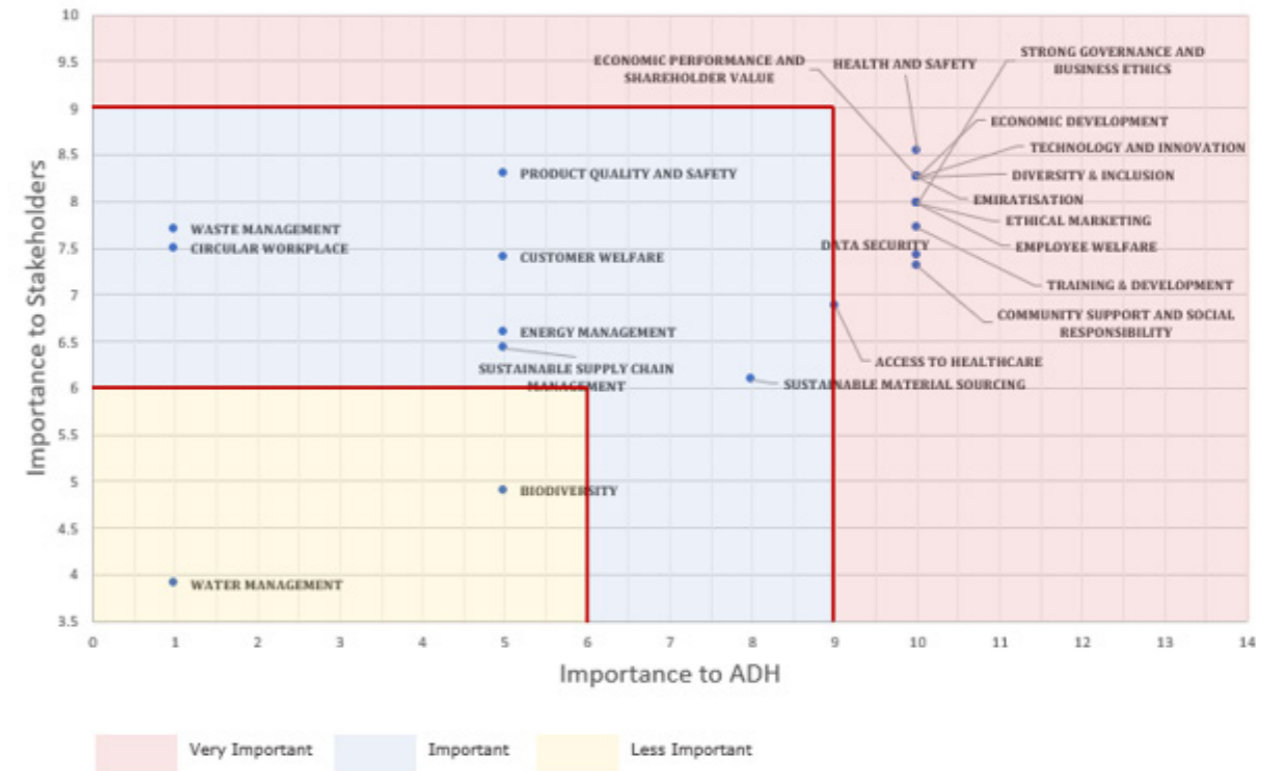
Creating, rehabilitating and preserving vibrant marine ecosystems

The key ADH stakeholders considered, and the methods of engagement used to connect and collaborate with them are summarised as follows:

	KEY STAKEHOLDER GROUPS	METHODS OF ENGAGEMENT
	SUBSIDIARIES/ ASSOCIATES / PORTFOLIO COMPANIES	Surveys of key ESG topics Website, Press Releases and Public Reports Regular meetings Marketing Material
	EMPLOYEES	Employee Satisfaction Surveys Performance Reviews and Exit Interviews Internal Announcements Company Events
	BOD & SENIOR EXECUTIVES	Regular Meetings, both in Person and via Phone, including BOD's meeting and related committees Regular Executive Meetings Company Events
	SHAREHOLDERS	Annual General Assembly Regular Meetings, Both in Person and via Phone Regular Corporate Regulatory Disclosures
	CO-INVESTORS	Regular Meetings, both in Person and via Phone Company Events
	GOVERNMENT / REGULATORY AUTHORITIES (SCA, ADX)	Direct Engagement through emails and meetings Local Forums Regular Corporate Regulatory Disclosures
	COMMUNITY	Community support through holding company and portfolio companies
	SUPPLIERS/ SERVICE PROVIDERS	Supplier Code of Conduct Contractual Relations Assessment and Audits

Once we had brought our stakeholders into our ESG sustainability strategy loop, we advanced to the next stage of the materiality assessment. We evaluated the impact of ADH as a global organisation, as well as its effect on our planet and people. First, we conducted a peer analysis to identify historical industry impacts and the emerging industry-wide trends threatening material ESG areas. The results were supplemented by the Sustainability Accounting Standards Board's (SASB) materiality map. The map was used to determine key sustainability topics specific to our industry and those concerning the different fields of business covered by our portfolio companies.

A list of material ESG topics was created and separately evaluated based on their impact on ADH's enterprise value and ADH's reciprocal impact on those topics. This prioritisation assessment was grounded in the results of the ADH stakeholder engagement exercise. The final evaluation culminated in a framework that provides a snapshot of the key material ESG areas that ADH should focus on. The framework classifies each topic under three categories, ranging from 'very important' to 'less important.' It ranks each topic on its value to ADH and its stakeholders. This report focuses on the ESG topics marked only 'very important' to ensure a relevant and focused discussion on ADH's sustainability objectives and contribution.



## 1.2 2022 MATERIALITY ASSESSMENT EVOLUTION

ADH is committed to ensuring a materiality assessment that best reflects the company's sustainability risks and opportunities. To that end, ADH considers the ESG materiality assessment a dynamic process to be revisited periodically.

ADH, as a company, continued to grow and expand in 2022, simultaneously making progress on its sustainability journey. The company portfolio saw several additions. The most notable is Aldar Properties, which is also a part of this year's ESG reporting boundary. As a result of these changes, ADH reviewed its materiality list to account for the updated ESG priorities of its stakeholders and subsidiaries. The following changes have taken place over the last year:



**ENVIRONMENTAL MANAGEMENT:** The previously labelled 'Energy Management' area has been expanded to capture a wider range of ADH activities on a group and subsidiary level. The new 'Environmental Management' area now encompasses water, waste, energy management, biodiversity, and more.



**LOCAL ECONOMIC DEVELOPMENT:** This topic has been expanded to reflect ADH's contribution to the UAE's economic growth and development and to Abu Dhabi's Vision 2030.



**RESPONSIBLE SUPPLY CHAIN:** A new topic is being added to account for ADH and its portfolio companies' supply chain management across multiple industries. This reflects the goal to work towards responsible and sustainable supply chain management.



**CLIMATE RISK MANAGEMENT:** As one of the largest holding companies in the region, ADH is including this new topic to promote climate risk assessment and management across its portfolio. This reflects the goal to work towards contributing to the fight against climate change while protecting company assets and operations from climate change risks and benefiting from the opportunities related to the transition to net zero as per the Paris Agreement.



These changes are reflected in this updated 2022 material ESG topics list.

Nr.	Material Topics	GRI Correspondence	ADX Correspondence
1	Environmental Management	GRI 302 - Energy GRI 303 - Water and Effluents GRI 304 - Biodiversity GRI 305 - Emissions GRI 306 - Waste GRI 307 - Environmental Compliance	E1: GHG Emissions E2: Emissions Intensity E3: Energy Usage E4: Energy Intensity E5: Energy Mix E6: Water Usage E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight
2	Community Support and Access to Healthcare	GRI 413 -Local Communities	S12: Community Investment
3	Technology and Innovation	GRI 203 - Indirect Economic Impacts	N/A
4	Health and Safety	GRI 403 - Occupational Health and Safety	S7: Injury Rate S8: Global Health & Safety
5	Ethical Marketing	GRI 417 - Marketing and Labelling	N/A
6	Diverse and Gainful Employment	GRI 401 - Employment GRI 405 - Diversity and Equal Opportunity GRI 406 - Non-discrimination	S2: Gender Pay Ratio S3: Employee Turnover S4: Gender Diversity S5: Temporary Worker Ratio S6: Non-Discrimination
7	Emiratisation	GRI 202 - Market Presence	S11: Nationalisation
8	Training & Development	GRI 404 - Training and Development	N/A
9	Data Security	GRI 418 - Customer Privacy	G6: Data Privacy
10	Strong Governance and Business Ethics	GRI 205 - Anti-Corruption	G1: Board Diversity G2: Board Independence G3: Incentivised Pay G5: Ethics & Prevention of Corruption S1: CEO Pay S9: Child and Forced Labour S10: Human Rights
11	Local Economic Development	GRI 201 - Economic Prosperity GRI 203 - Indirect Economic Impacts	N/A
12	Responsible Supply Chain	GRI 204 - Procurement Practices GRI 308- Supplier Environmental Assessment GRI 414- Supplier Social Assessment	G4: Supplier Code of Conduct
13	Climate Risk Management		E10: Climate Risk Mitigation

**ADH, A RESPONSIBLE OPERATOR AND ASSET OWNER**

ADH's sustainability plan is to promote ESG responsible policies and practices throughout the group.

**2.1 ADH AS A RESPONSIBLE OPERATOR AND ASSET OWNER**

As a leading asset owner, ADH oversees the operations of a sizable portfolio of companies spread across key industries and economic sectors. We strive to engage with our companies on the ESG topics that matter most to us, with the aim of encouraging and guiding them towards greater sustainability awareness and practices.

ADH's role as a responsible and sustainability-driven operator is reflected through our active role in the ESG journeys of our subsidiaries. We promote ESG driven shareholder resolutions, ESG-issue advocacy at shareholder meetings, and engagement on sustainability transformations.

We are committed to being responsible employers and corporate citizens that promote good governance throughout our portfolio.

**2.2 ADH AS A RESPONSIBLE INVESTOR**

ADH is a leading investor with an expansive existing portfolio covering key industries and looking to grow its presence through strategic investments and acquisitions.

We feel a sense of responsibility towards our shareholders, portfolio firms, employees, customers, and communities. For this reason, we have embarked on an ESG-oriented journey. We believe that an approach that embraces sustainability can provide a competitive advantage that would help us generate long-term value for stakeholders. We seek opportunities to work with industry leaders who aim to create a better world and a more sustainable future.

ADH continues to seek ESG-oriented investments and we will continue to promote the alignment of our portfolio companies with ESG goals, including the UN SDGs.

Our commitment to fuelling sustainability-driven progress in the region is reflected through our most-recent investments in the renewable energy sector. In 2022, our group companies made two notable investments in sustainable energy projects in the Middle East.

1. Our group company, W Solar Investment, partnered with the General Electricity Company of Libya (Gecol) to develop the country's renewable energy sector. The collaboration will invest in building a solar power plant that is set to ultimately generate 2,000MW of clean energy for the country.
2. Alpha Dhabi Holding also entered the Turkish energy market for the first time with a minority investment in the leading Turkish renewable energy firm, Kalyon Enerji.

 <p><b>Responsible Employer</b></p>	 <p><b>Responsible Citizen</b></p>	 <p><b>Responsible Governance</b></p>
<p>ADH promotes, across its portfolio, an ethical, inclusive, fair, and people-focused approach to HR and employee management. We encourage our portfolio companies to foster a compassionate working culture that ensures employee welfare, safety, and prosperity.</p>	<p>ADH is committed to encouraging sustainable practices that minimise the impact on the planet and even promote the preservation of ecosystems, all the while fulfilling its obligations to shareholders. We believe that acting in our environment and communities' best interests is conducive to healthy and profitable business operations.</p>	<p>As champions of responsible governance, ADH promotes transparency and ensures compliance with applicable laws and regulations. Our subsidiaries strive to make decisions and sell goods and services that are lawful, fair, and ethical.</p>

**OUR CONTRIBUTION TOWARDS GLOBAL GOALS AND OUR NATION'S VISION**

ADH is one of the UAE's largest publicly listed companies with majority stakes in organisations spread across the Emirates that are key contributors to the local and regional economy. ADH's potential for a positive impact on local, regional, and global sustainability is significant. ADH is therefore sensitive to the UAE government's sustainability agendas and policies. ADH is committed to playing a role in helping the UAE lead the world in contributing to global sustainability initiatives, such as those set out by the United Nations in the Paris Agreement and their 17 Sustainable Development Goals (SDGs), as well as to Abu Dhabi's 2030 Agenda for Sustainable Development.

**THE SUSTAINABLE DEVELOPMENT GOALS**

The 17 Sustainable Development Goals (SDGs) established by the United Nations are globally recognised as universal sustainability objectives. They provide all nations with a roadmap to a sustainable future, considering every aspect of the economy, environment, society, and governance needed to build a better world for current and future generations. The goals were born in 2015 out of the shared vision of 193 participant countries of the UN General Assembly.

The popularity of the SDGs as the definitive sustainability blueprint is partly because of their clarity and their distinct breakdown of the roles each stakeholder, from governments and businesses to academia and civil society, must play in achieving them. The goals also reinforce the importance of all private and public stakeholders working in partnership to achieve progress.

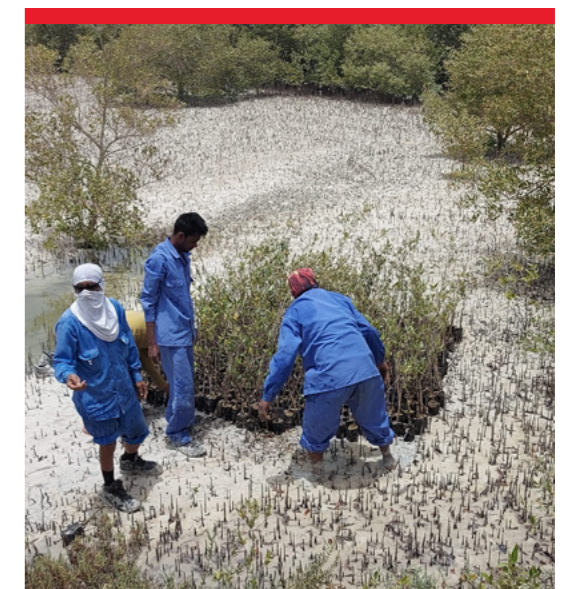
Given their inclusive and action-oriented approach to sustainability, the SDGs underpin the UAE's national sustainability agenda and strategies, including the UAE Vision 2031. Following in the UAE's footsteps, ADH is committed to making meaningful contributions towards the SDGs. In doing so, we contribute positively to the UAE and Abu Dhabi's sustainable economies.

**ABU DHABI VISION 2030**

ADH is headquartered in Abu Dhabi and listed on the Abu Dhabi Securities Exchange. It is an integral part of Abu Dhabi's economy. Accordingly, ADH draws inspiration from the Emirate's Vision 2030 and its plan to diversify the economy through sustainable value-creating sectors. ADH's investments in healthcare, hospitality, energy, and more, position us well to positively impact Abu Dhabi's sustainable and diversified economic trajectory.

**'WE THE UAE 2031' VISION**

ADH is strategically placed in the UAE economy to transform core industries, including construction, healthcare, real estate, manufacturing, industries, and energy. Guided by the SDGs and aligned with Abu Dhabi's Vision 2030, ADH is supporting the UAE's transformation into a global economic hub and beacon of sustainability through ESG-driven investments in key sectors of the economy. ADH's business strategy takes inspiration from the UAE's 'We the UAE 2031' Vision, which details the country's 10-year plan for attracting investments, accelerating growth, and driving sustainable innovation.



We are using indigenous mangroves to mitigate coastal erosion, stabilize coastal reclamation projects, increase preserve areas for flora and fauna and increase opportunities for eco-tourism

## ADH'S CONTRIBUTION TO SDGs AND NATIONAL VISIONS

As part of its ESG reporting, ADH has evaluated its contribution to the relevant SDGs and has assessed how we support the objectives outlined in Abu Dhabi Vision 2030. The SDGs relevant and material to ADH group and subsidiary operations were determined using the SDG Compass developed by the GRI, the United Nations Global Compact and the World Business Council for Sustainable Development (WBCSD). The initial assessment included six SDGs that ADH could meaningfully impact. However, upon review, the list has been updated to seven key SDGs in 2022. The following table outlines ADH's responsibility and contribution to these SDGs and how its efforts are aligned with our national vision.

**3** GOOD HEALTH AND WELL-BEING



**SDG 6: GOOD HEALTH AND WELL-BEING**  
ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AGES

**HOW DO WE CONTRIBUTE?**  
We support the well-being and growth of our communities by creating productive employment opportunities across our subsidiaries. We further ensure that all employees under the ADH umbrella have the best health insurance coverage to protect their health and promote their well-being. In addition, through our healthcare subsidiary Pure Health's network of 100+ clinics, 25+ hospitals and 160+ laboratories, we not only actively provide world-class medical services to more than 2.8 million patients but are also contributing to health tech innovation that will improve healthcare across the UAE.

**SUPPORTING OUR NATION'S VISION**  
Premium education, healthcare, and infrastructure assets

**ALIGNING WITH OUR MATERIAL TOPICS**

- Community Support and Access to Healthcare
- Health and Safety
- Strong Governance and Business Ethics





### SDG 5: GENDER EQUALITY

ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

#### HOW DO WE CONTRIBUTE?

As one of the UAE's largest holding companies with an expansive employee base, our employment practices embrace gender equality. We strive to understand and promptly address the challenges of female employees in our workforce and provide the opportunities they need to succeed in their professional careers. Our hiring and promotion practices are also focused on increasing female representation across different levels of our group companies. Our subsidiaries, Aldar Properties and Pure Health Medical Supplies have excelled in promoting gender equality and empowering women, with female representation of 39.32% (corporate workforce) and 54% respectively.

#### SUPPORTING OUR NATION'S VISION

Premium education, healthcare, and infrastructure assets  
A large empowered private sector

#### ALIGNING WITH OUR MATERIAL TOPICS

- Diverse and Gainful Employment
- Strong Governance and Business Ethics
- Training and Development



**8** DECENT WORK AND ECONOMIC GROWTH



**SDG 8: DECENT WORK AND ECONOMIC GROWTH**

PROMOTE SUSTAINED, INCLUSIVE, SUSTAINABLE ECONOMIC GROWTH, AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

**HOW DO WE CONTRIBUTE?**

As a holding company with strategic investments across core sectors of the UAE, ADH is a key contributor to local economic growth and work opportunities for residents and citizens. Through our subsidiaries we are driving progress in healthcare, construction, real estate development, hospitality, energy, and investments sectors. We also create economic value by supporting local businesses and suppliers, as well as attracting foreign investors and companies to the UAE. ADH is dedicated to supporting the UAE government's Emiratisation initiatives by significantly boosting the number of UAE nationals in the workforce. In 2022, a total of 6,431 Emiratis were employed, with an Emiratisation rate of 13% across all ADH subsidiaries. Over the next five years, ADH aims to onboard 2,500 Emiratis. To achieve this, the company is collaborating with universities in the UAE to offer increased internship opportunities and actively participating in Nafis, a federal program aimed at enhancing the competitiveness of UAE human resources and encouraging their involvement in the private sector. In 2022, ADH offered 360 jobs to UAE nationals across all its subsidiaries.

**SUPPORTING OUR NATION'S VISION**

A large empowered private sector  
A sustainable knowledge-based economy

**ALIGNING WITH OUR MATERIAL TOPICS**

- Emiratisation
- Training and Development
- Local Economic Development
- Diverse and Gainful Employment
- Strong Governance and Business Ethics



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**SDG 9: INNOVATION AND INFRASTRUCTURE**

BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALISATION AND FOSTER INNOVATION

**HOW DO WE CONTRIBUTE?**

Technological innovation is central to our business strategy. Through targeted investments, we are playing an instrumental role in developing technology solutions that will power the future. We recently acquired a 25% stake in Gordon Technologies, an MWD engineering firm innovating the next generation of oil and gas drilling equipment and technology. We are also proud of launching WiO, a digital banking platform, in collaboration with ADQ, Etisalat, and FAB. The platform is set to power the UAE's digital economy.

**SUPPORTING OUR NATION'S VISION**

A large Empowered Private Sector  
A sustainable knowledge-based economy  
Premium education, healthcare, and infrastructure assets

**ALIGNING WITH OUR MATERIAL TOPICS**

- Data Security
- Ethical Marketing
- Technology and Innovation
- Community Support and Access to Healthcare
- Local Economic Development
- Responsible Supply Chain
- Strong Governance and Business Ethics



11 SUSTAINABLE CITIES AND COMMUNITIES



**SDG 11: SUSTAINABLE CITIES AND COMMUNITIES**

MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE

**HOW DO WE CONTRIBUTE?**

Our subsidiaries in the industrial engineering and development, construction, and real estate development sectors are playing an instrumental role in helping improve the infrastructure in the UAE. NMDC focuses on marine and energy infrastructure whereas Trojan Construction Group and Aldar Properties are leaders in the UAE's 'built' and real estate sector. Their aim is to build resilient, empowered, connected and increasingly sustainable commercial and residential communities across the UAE, where people can live safely.

**SUPPORTING OUR NATION'S VISION**

Premium education, healthcare, and infrastructure assets  
The optimisation of the Emirate's resources

**ALIGNING WITH OUR MATERIAL TOPICS**

- Environmental Management
- Community Support and Access to Healthcare
- Responsible Supply Chain
- Local Economic Development
- Strong Governance and Business Ethics



**OUR UNDERLYING GOALS**

13 CLIMATE ACTION



**SDG 13: CLIMATE ACTION**

TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

17 PARTNERSHIPS FOR THE GOALS



**SDG 17: PARTNERSHIPS FOR THE GOALS**

STRENGTHEN MEANS OF IMPLEMENTATION AND REVITALISE GLOBAL PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

**HOW DO WE CONTRIBUTE?**

Climate action is becoming an increasingly important part of our business. ADH and its subsidiaries work with private and public partners on climate sustainability-driven projects. Several of our recent investments are directly fighting against climate change by driving development of renewable energy projects. Moving forward, we are looking to collaborate with leaders in our core sectors to reduce our collective carbon footprints and help the UAE achieve its climate goals.

**SUPPORTING OUR NATION'S VISION**

Premium education, healthcare, and infrastructure assets  
The optimisation of the Emirate's resources  
A continuation of strong and diverse international relationships  
A significant and ongoing contribution to the federation of the UAE

**ALIGNING WITH OUR MATERIAL TOPICS**

- Environmental Management
- Community Support and Access to Healthcare
- Technology and Innovation
- Strong Governance and Business Ethics
- Local Economic Development
- Climate Risk Management



# 5.

## OUR PEOPLE

(GRI 2-7, GRI 2-8, GRI 401-1, GRI 401-2, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, GRI 403-10, GRI 404-1, GRI 404-2, GRI 404-3, GRI 405-1, GRI 405-2, GRI 406-1, S2, S3, S4, S5, S6, S7, S8, S11, G1)

### OUR HUMAN CAPITAL, OUR MOST VALUABLE ASSET

#### PEOPLE - OUR MOST VALUABLE RESOURCE

At ADH, an idea deeply ingrained in our operational DNA is that business is inherently a human endeavour. To that end, our people are our most valuable resource. We believe that if we create the right environment for our talent and equip them with resources and administrative support, they will perform at their best and produce exceptional results. Leading with this belief has been central to our success as one of the UAE's largest, most prolific investment groups.

Embracing a people-led approach to business makes our human resource team vital to our operations. The ADH HR team works towards instilling the highest level of employee management standards and best practices across all subsidiaries. The team is committed to the principle of prioritising employees, respecting diversity, encouraging team inclusivity, fostering compassion, strengthening a learning-oriented workplace culture, and investing in employee growth and development.

We take care of our people, and they take care of us. Over the years, we have built a loyal workforce that feels valued and supported across our subsidiaries. Our reputation as a responsible, equal-opportunity employer has also translated into access to the best local and global talent.



Employees	
ADH Operations	
2021	8
2022	16
NMDC Group	
2021	11,869
2022	11,908
Pure Health	
2021	1,297
2022	5,283
Trojan Construction Group	
2021	18,128
2022	23,096
Aldar Properties	
2021	517
2022	735
TOTAL	
2021	<b>31,819</b>
2022	<b>41,038</b>



## AN INCLUSIVE HR STRATEGY

ADH's HR strategy is grounded in the results of the materiality assessment. It evaluates and prioritises the importance of ESG topics to the company. Our strategy is broadly divided into three distinct areas.

### 1. DIVERSE AND GAINFUL EMPLOYMENT

Diversity and inclusion are critical tenets of ADH's approach to people management. Making a conscious effort to hire a diverse workforce and make everyone feel included and valued has been instrumental in our success. We have reaped the benefits of different perspectives, cultures, and experiences to inform our decisions and actions. It has also expanded our talent pool, allowing us access to exceptional people with remarkable abilities from different backgrounds.

Our core subsidiaries have performed exceptionally this year in terms of fostering a diverse and inclusive workplace. For example, Pure Health's focus this year was on female empowerment and gender equality. The percentage of female employees at the company increased from 46% in 2021 to 54% in 2022 with the support of ADH's leadership and HR teams. In addition, PHMS continued its efforts to empower its female employees by providing them opportunities to grow, develop, and showcase their skills. PHMS also ensures a fair, non-discriminatory workplace by holding employees accountable to its Code of Conduct which covers harassment, discrimination, and bullying-related issues.

NMDC operates in a traditionally male-dominated space. However, the company has stayed true to its goal of hiring more talented females in various technical and back-office job categories, increasing female representation within the company from 1.81% to 2.02% in 2022. Like PHMS, NMDC also follows a Code of Business Conduct with clearly identified sexual harassment policies and anti-discriminatory measures.



Aldar Properties is committed to increasing diversity and inclusion in the workplace. This year, the company launched a mandatory diversity and inclusion induction training program for all new employees. It also started to actively hire people of determination, providing them with the required resources and support for success. Aldar is also one of our top performers in terms of gender equality and female representation with women constituting 39.32% of the workforce.

Aldar's strategy for gainful employment is multifaceted. First, the company makes sure to recognise and appreciate the hard work of its people through targeted incentives. Second, it has introduced the Aldar Stars initiative to recognise star employees every month as well as annually. Lastly, the company is focused on preserving the mental health of its employees by offering them mental health support and training programs. The success of Aldar's gainful employment strategy can be seen in the low turnover rates at the company. In 2022, the employee turnover rate was at 10.2%, indicating a high level of employee satisfaction.

In addition to diversity and inclusion, ADH is also focused on providing gainful employment to its people, one where they have financial and job security. Our HR team works hard to ensure all our employees benefit from a healthy work-life balance and are fairly compensated for their jobs with a benefits package. We also take pride in providing our employees with ample growth and career development opportunities. As a result, our subsidiaries have continued to attract top talent this year while keeping turnover low.

Pure Health regularly conducts employee engagement and satisfaction surveys to ensure gainful employment.

NMDC follows suit, considering employee needs when setting its HR strategy. In addition, NMDC is also moving towards a decentralised HR approach to improve employee engagement.

Aldar's strategy for gainful employment is multifaceted. First, the company makes sure to recognise and appreciate the hard work of its people through targeted incentives. Second, it has introduced the Aldar Stars initiative to recognise star employees every month as well as annually. Lastly, the company is focused on preserving the mental health of its employees by offering them mental health support and training programs. The success of Aldar's gainful employment strategy can be seen in the reduction of turnover rates at the company.

Total Employees by Gender				
ADH Operations				
	Female	Male	Female (%)	Male (%)
2021	2	6	25.00%	75.00%
2022	6	10	37.50%	62.50%
NMDC Group				
2021	215	11,654	1.81%	98.19%
2022	240	11,668	2.02%	97.98%
Pure Health				
2021	592	705	45.64%	54.36%
2022	2,853	2,430	54.00%	46.00%
Trojan Construction Group				
2021	99	18,029	0.55%	99.45%
2022	121	22,975	0.52%	99.48%
Aldar Properties				
2021	194	323	37.52%	62.48%
2022	289	446	39.32%	60.68%
TOTAL				
2021	<b>1,102</b>	<b>30,717</b>	<b>3.46%</b>	<b>96.54%</b>
2022	<b>3,509</b>	<b>37,529</b>	<b>8.55%</b>	<b>91.45%</b>

	Total Turnover	Total New Hires
ADH Operations		
2021	0.0%	0.0%
2022	0.0%	100.0%
NMDC Group		
2021	4.7%	2.6%
2022	3.4%	7.9%
Pure Health		
2021	14.4%	50.2%
2022	72.1%	54.6%
Trojan Construction Group		
2021	24.5%	20.7%
2022	10.6%	30.6%
Aldar Properties		
2021	8.1%	38.5%
2022	10.2%	39.6%
TOTAL		
2021	16.4%	15.4%
2022	16.4%	27.3%

Total Number of Nationalities	
ADH Operations	
2021	5
2022	9
NMDC Group	
2021	60
2022	60
Pure Health	
2021	58
2022	80
Trojan Construction Group	
2021	35
2022	35
Aldar Properties	
2021	*Breakdown by continent provided in sustainability data sheet
2022	

## 2. TRAINING AND DEVELOPMENT

Training and development are at the heart of ADH's people-management approach. We aim to invest in our people to develop their knowledge and skills that will empower their personal and professional growth. Our focus on employee development is also a key reason for low turnover across the group. It shows our staff that we are committed to helping them work towards professional fulfilment. Our HR teams actively work with their subsidiary counterparts to constantly improve training programs to ensure that all staff members work optimally.

At NMDC, the training and development programs are divided into employee improvement programs and academic education support. Trainings provide employees with the information and opportunities to improve their job performance. Academic education support is geared towards UAE nationals at the company and is designed to provide them with opportunities to continue their education. In addition to these avenues of growth, NMDC provides targeted training to employees at all levels. In 2022, the company delivered 65,324 hours of training, a significant increase of 187.65% over 2021.

Training and development are central to PHMS's success. As a healthcare innovation and technology firm, the company's success is directly linked to its employees' intellectual abilities and practical know-how. Therefore, the company has several training programs in place. In 2022, it provided 49,109 hours of training to all its employees.

Aldar also prides itself on providing its employees with extensive training and development opportunities. The company has training centres, programs, and partnerships to empower and upskill its employees, including a teacher training initiative called 50 Emirati Teachers in Aldar Education. In 2022, the company delivered a total of 8,804 hours of training.



### 3. HEALTH AND SAFETY

The health and safety of employees is a top priority at ADH. Our subsidiaries follow occupational health and safety guidelines to minimise and mitigate the risk of employee harm. While eliminating hazards is not possible across some ADH subsidiaries (for example, construction), these subsidiaries actively work to minimise accidents and safety breaches as much as possible.

ADH places importance on its subsidiaries being compliant with regulations and international safety standards. There is also emphasis on providing higher-risk employees training to instil vigilance and the ability to prevent and report safety incidents.

NMDC is exposed to Occupational Health and Safety (OHS) risks due to the nature of its activities in marine construction. However, the company has a track record of maintaining a high OHS culture and performance. It has built credibility as one of the safest employers in the industry, with an increased focus on safety training and OHS employee skill development. In 2022, a total of 96,821 hours of safety training were delivered to all staff members.

Aldar Properties is also an industry leader in upholding the highest OHS standards. The company is known for maintaining low accident frequency rate, and Lost Time Injury (LTI) when benchmarked with global sector market leaders. This outstanding performance of the company is the rule and not the exception. In fact, in 2022 it has been recognised as a key strategic partner by the Abu Dhabi Municipality for the outstanding and consistent commitment to occupational safety and health. In part, Aldar can maintain such high standards of workplace safety due to its focus on training its people in the relevant safety guidelines and protocols. In 2022, contractor workers active on the construction projects received a total of 206,498 trainings on health and safety from the specialised Aldar OHS team. Additionally, Aldar personnel and contractors undergo Occupational Health and Safety inductions before entering any of the Aldar project sites.

As a leading construction company, Trojan places a high emphasis on occupational health and safety (OHS). Its subsidiaries, TGC and NPC, have been certified by multiple ISO and OSHAD standards and consistently meet their internally set OHS KPIs. In 2022, both entities achieved compliance with two additional ISO standards (ISO 26000 for social responsibility and ISO 31000 for risk management), in addition to their existing certifications (ISO 45011 for OHS, ISO 14001 for environmental management, ISO 9001 for quality management, and ISO 27001 for information security). In 2022, both TGC and NPC met all their OHS targets. The targets for the coming year include:

- Providing at least 3 hours of training per employee per month, with assessments and evaluations.
- Maintaining a maximum accident frequency rate of 0.25% (one lost time injury per 4 million man-hours worked).
- Achieving a maximum accident severity rate of 3.5% (one day lost for each 0.28 million man-hours worked).



# CASE STUDY PHMS

## ACHIEVING EMPLOYEE EXCELLENCE

Over the years, Pure Health Medical Services (PHMS) has built an industry reputation as a people-focused organisation. It has consistently demonstrated its commitment to its employees, providing them with the resources and opportunities they need to grow personally and professionally. As a result, the company has secured and maintained the highest employee satisfaction rates in the industry and is actively sought out as the preferred place of employment and career development.

At Pure Health, employees are considered the most valuable resource. PHMS aims to create a diverse and inclusive workplace where its employees work at their natural best. The company believes in fostering a comfortable work-life balance for all employees and a safe and nurturing environment where all employees feel valued, engaged in their work, and supported by their colleagues and peers.

### EMPLOYEE ENGAGEMENT

Employee engagement is central to Pure Health's workforce-management strategy. PHMS strives to nurture a deep sense of belonging and alignment with the company vision in all its people.

To keep employees engaged at the highest level, the HR team of PHMS conducts regular employee satisfaction surveys across all its group entities. The results of these surveys are used to inform policy decisions. The surveys are conducted using Gallup Q12 metrics and cover topics such as employee needs, individual contribution, teamwork, and career and personal growth. The survey aims to measure five key attributes:

- i. Employee productivity
- ii. Profitability
- iii. Customer Centricity
- iv. Employee Retention
- v. Employee Engagement

The survey results of 2022 speak for themselves. They reaffirm PHMS' success in keeping its employees engaged and satisfied. PHMS's overall employee engagement score of 78% on the survey is also above the regional average of 75%.

The encouraging results of the 2022 survey come off the back of multiple employee-engagement incentives and initiatives implemented by the HR team. Each initiative is customised to PHMS's various entities' employee needs. It is also tailored to address collected employee feedback and uses specialised tools such as the Net Promoter Score (NPS). Notably, PHMS also conducts Navigation Workshops to measure employee development in the workplace, employee performance which is measured on a bell curve, a sense of empowerment and fairness amongst employees, and a feeling of personal recognition.



To improve and incentivise employee engagement, Pure Health has also implemented multiple rewards programs, including:

- **PURE STARS:** Includes a number of incentives such as Employee of the Month, Star of the Quarter, Department of the Quarter, and Lab of the Quarter.
- **DELTA FORCE:** Includes the Elite Recognition Program.
- **TRAIL BLAZERS:** Recognises change makers.
- **EVP:** Offers employee discounts and benefits.
- **ART COMPETITIONS:** Relieves workplace stresses and provides a creative outlet.
- **TEAM BUILDING INITIATIVES:** Include various relaxed engagements such as quiz nights, movie nights, bowling events, and sports competitions.
- **HERO AWARD:** Recognises outstanding and selfless acts.
- **EMPLOYEE NET PROMOTER SCORE (eNPS):** Specialised tool that awards the Great Place to Work (GPTW) certification.

### FEMALE EMPOWERMENT:

Female empowerment is another central tenet of PHMS's employee-management approach. Over the years, it has gone to great lengths to make the company a safe place for women to work and has provided them with career-building opportunities and leadership roles.

More than half of Pure Health's workforce are women (54%), and even more impressively, a majority of its leadership positions are also filled by women (54%).

Pure Health recognises that having women in senior positions is a valuable asset that brings diverse viewpoints and learning experiences that can help the company make better and more informed decisions. This approach is backed by research that shows companies with a higher percentage of women employees, especially in senior management, reported better financial performance and innovative business practices.

Moreover, having women in leadership roles at PHMS is a great motivator for the entire workforce as it demonstrates that the company values diversity and inclusion. In promoting gender equality across the entire enterprise and levels of employment, Pure Health is setting an example for others in the industry.

Its gender equality is not limited to employment opportunities but extends to equality in salary structures as well. The company does not discriminate based on gender. Next year in 2023, Pure Health will participate in the WTW salary survey to measure its company-wide efforts to close the gender pay gap.

### TRAINING AND DEVELOPMENT

Pure Health believes in investing in its employees' career growth and advancement. To that end, it provides ample training & development opportunities to all employees. Such an investment has multiple advantages for the company as well.

**IMPROVED PERFORMANCE:** Training & development programs improve the skills and knowledge of employees, which improves productivity.

**INCREASED JOB SATISFACTION:** Employees feel empowered to make better decisions which leads to higher job satisfaction.

**INCREASED OPPORTUNITIES FOR CAREER GROWTH:** Training programs improve employee resumes and qualifications which enables growth and advancement in the company.

**HIGHER EMPLOYEE RETENTION:** Companies that invest in employee growth and provide greater learning opportunities are more likely to satisfy and retain top talent.

Higher Adaptability: Training and development improve employee skills which makes them more adaptable to changing business requirements which in turn improves business agility and competitiveness.

In 2022, PHMS offered 20,883 hours of training to female employees and 28,226 hours of training to male employees, which adds up to a total of 49,109 hours of training. In 2023, the company intends to build on this momentum and further develop KPIs to better track and measure employee training. Going forward, Pure Health will continue to offer a range of training programs with different levels of hard and soft skills that will be customised according to employee experience and company rank.

Employee trainings conducted in 2022 are highlighted below:

EXTERNAL TRAININGS	INTERNAL TRAININGS	TTT
Analytics in Healthcare: the basics, plain and simple	APM	Learning Masters TTT
Certified professional coder by AAPC	Customer Communication (Written)	
Certified Professional in Healthcare Information and Management System	Customer Service & Communication skills	
CHRP	Customer Services Training - Pure CS	
Customer Experience Masterclass with Ian Golding	EMPO Offsite	
Internal Audit Training - Advanced Risk Based Auditing	Excel with Excel	
Kubicle Platform	Fundamentals of Project Management	
License To Lead (I)	HIE Training	
Luminex Training	HL7 FHIR	
Medlab (Conference)	HSPI	
MOM & Note Taking	Ideas at Coffee	
Navigation Workshop	MS Excel Workshop	
Organisational Transformation Orchestration	Post Office	
PMP Certification	Power BI	
PMP Certification by PMI	Pure Lab Pathology and Laboratory Medicine Webinar	
PRINCE2® Foundation and Practitioner	Risk Management Workshop	
SANS FOR508 Training and GCFA Certification	Virtual Awareness Sessions on Objective Setting Exercise	
SANS FOR58 Training and GCFA Certification		
Time Management training		
Ventilator (SV600 Series) & Anaesthesia A. Series Machine Service		
Virtual Session: Performance Driven Culture Session		



# Case Study: NMDC

## A COMMITMENT TO OPERATIONAL HEALTH & SAFETY

The National Marine Dredging Company (NMDC) Group is one of the Middle East's leading integrated energy and marine EPC service providers. NMDC's marine dredging, reclamation, site engineering, and construction projects involve extremely high-risk and often perilous work. Ensuring the well-being and safety of its employees is a top priority for the company and is critical to the continuity of its business operations. Its Quality, Health, and Safety (QHSE) department ensures strict compliance with the highest health and safety standards.

A safe workspace promotes employees' overall health and well-being, increases productivity, and enables NMDC to deliver quality projects on time. QHSE at NMDC ensures the company adheres to all national and international safety benchmarks and has consistently exceeded its KPIs, providing a safe and healthy workspace for all employees.

NMDC has been recognised and lauded for its commitment to workplace safety and has received several national awards for providing quality working conditions for its employees.

These include the following:

- Certificate of Recognition by Saudi Aramco for "Best Contractor of the Year (Environment)" (NPCC)
- Certificate of Recognition by Saudi Aramco for "Most Number of HSE Campaigns Conducted" (NPCC)
- Certificate of Recognition by Saudi Aramco for "Best HSE Manager" (NPCC)
- Certificate of Recognition by Saudi Aramco for "Best HSE Officer" (NPCC)



## CONSISTENCY IN SAFETY PROTOCOLS

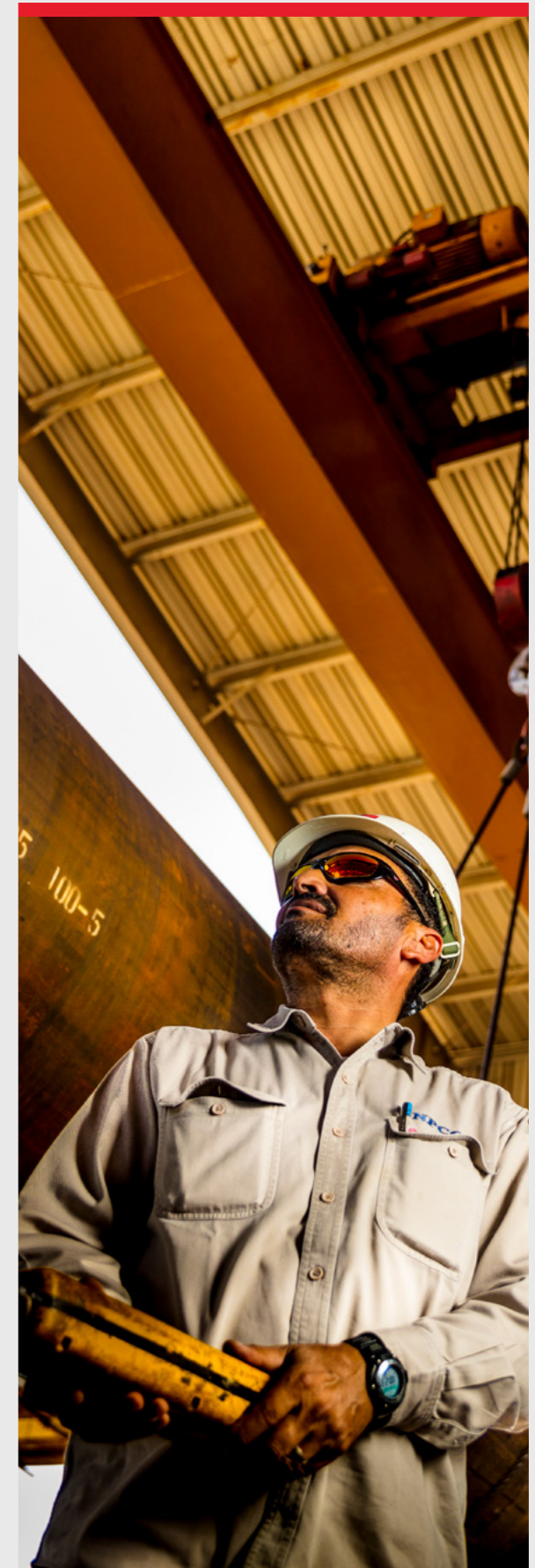
The NMDC Group has issued a Health, Safety & Environment (HSE) manual to ensure company-wide compliance with employee safety regulations. All employees must abide by the manual, which details company regulations and protocols on safety matters.

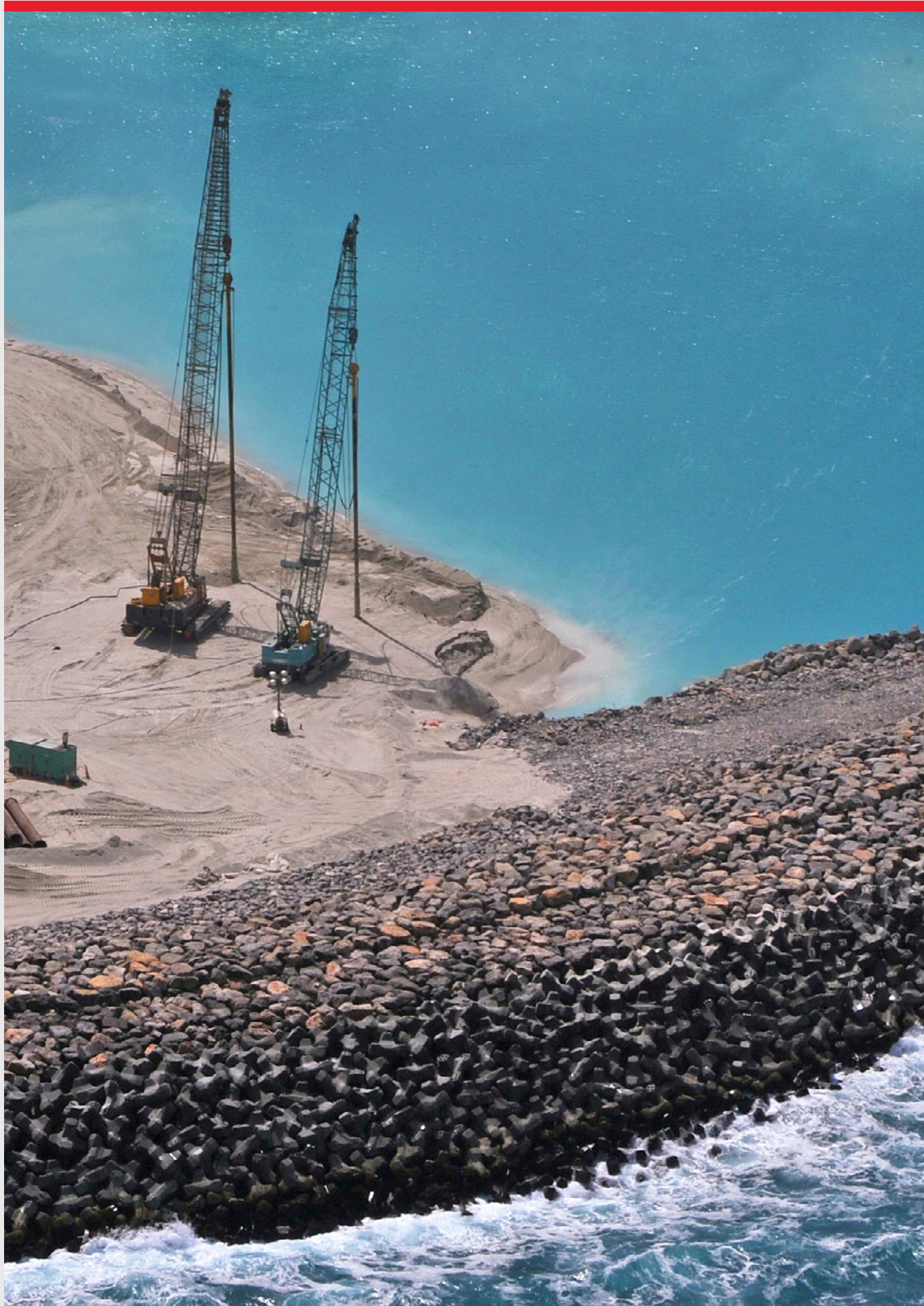
NMDC Group also ensures that subcontractors and suppliers meet its work and safety standards. To supplement the manual, the group conducts regular training and awareness workshops for employees and subcontractors to familiarise them with the company's HSE policies and protocols.

The HSE manual exemplifies NMDC's commitment to employee safety and providing a safe work environment. Furthermore, NMDC is dedicated to continually improving the working conditions for all employees in accordance with the highest international standards. The HSE manual is also regularly updated to ensure best industry practices.

## EMPLOYEE AND ENVIRONMENTAL SAFETY

Marine EPC projects require heavy machinery, precarious working conditions, and, often, the handling of hazardous materials. NMDC understands the inherent risks of its projects and strives to minimise safety breaches. To protect employees from workplace injury and stress, the group requires strict adherence to all safety protocols and regularly trains employees to keep up to date on the risk exposure of projects and OHS policies of the company.





Its responsibility extends to ensuring the physical as well as mental health of all employees. A safe and stress-free working environment also improves individual performance. Moreover, NMDC is also committed to protecting the environment and marine ecosystems through responsible operations and project management.

As a testament to its commitment to OHS, NMDC maintains compliance with international health and safety certifications. These include the ISO 45001:2018 for Occupational Health and Safety Management System, ISO 14001:2015 for Environmental Management System, and ISO 9001:2015 for Quality Management System.

In addition to these certifications, NMDC conducts regular audits, safety inspections, and drills to ensure all workplace safety protocols are effective and followed.

#### EMPLOYEE TRAINING

NMDC provides training to all field employees who work on-site. Each employee's performance is reviewed and assessed annually, and additional training is provided if recommended by line managers.

The HR Department conducts the annual performance review to identify opportunities for improving safety training. The company's top management approves the review and performance standards parameters.

Moreover, to prevent workplace injuries, all new employees must undergo the HSE Induction Training program before being allowed on the field. The program familiarises new hires with safety protocols and potential workplace risks. They are also taught how to avoid these risks and what to do in the event of an accident. In addition, all team members are briefed on their roles and responsibilities before starting work on any new project.

NMDC also conducts regular risk assessments to safeguard employee health and ensure compliance with safety standards. It enforces strict adherence to standard operating procedures and on-site safety protocols. These also include work procedures that ensure environmental protection.

To further strengthen its safety standards and provide an even more secure workspace, NDMC is developing a Project Task Risk Assessment program which it aims to implement for each new project along with its Job Safety Analysis.

#### 2022 HEALTH & SAFETY PERFORMANCE HIGHLIGHTS

**0**

Fatalities

**4**

Lost Time Injuries

**6,441**

Behavioural safety audits conducted

**96,821**

Hours of H&S training delivered

Our occupational health and safety management system goes through frequent internal audits

## THE LOCAL COMMUNITY AT THE HEART OF OUR BUSINESS

(GRI 202-2, GRI 413-1, S11, S12)

ADH attributes a significant part of its success to its support from the local business community and network of partnerships across the UAE. To give back, ADH is committed to creating opportunities and value for the local Emirati economy by uplifting local communities, investing in people, and providing them with opportunities to enter the workforce and contribute positively to society.

## TAKING THE NAFIS PROGRAM A STEP FURTHER

ADH is a key participant of the UAE's Nafis Program, a federal Emiratisation initiative designed to set up a talented and experienced base of Emirati workers across all business fields and sectors of the economy. The Nafis Program reflects the UAE's commitment to its people and the importance it places on the role played by Emiratis in the development of their country. The program's goal is to fill 75,000 private sector roles across the country in the next five years.

ADH is aligned with the objectives of the Nafis Program and intends to hire 2,500 Emiratis. In 2022, we inched closer to the goal and implemented several supplementary initiatives, including the 'train to hire' one-year program. The program enables UAE nationals to handle on-site and in-office tasks throughout the year. At the end of the program, they are considered for a job. In 2022, ADH offered 360 jobs to UAE nationals across all its subsidiaries. The Emirati-specific recruitment is conducted through several events, such as the AADH recruitment open day for aspiring UAE citizens.

## EMIRATISATION ACROSS ADH SUBSIDIARIES

ADH subsidiaries are committed to the Nafis Program as well. Pure Health, for example, has several programs in place to promote local recruitment, including the Emirati Development Program. Under this program, PHMS launched an Emirati Development Centre in collaboration with the Nafis Program. The centre provides Emiratis from all backgrounds with opportunities to develop their skills and transform into future leaders. The program is known for including people of determination and focuses on environmental sustainability-oriented skill development.

NMDC also considers Emiratisation a strategic priority. It has two initiatives in place for UAE nationals. First, it provides specialised training to local talent looking to enter the dredging and civil marine industry. Second, NMDC operates a dredging academy that trains semi-skilled UAE nationals in dredging activities. The Academy includes the latest dredging simulators.

Aldar Properties has also committed itself to the Nafis Program, aiming to hire and train 1,000 UAE nationals by 2026. To achieve this goal, Aldar is creating 200 roles across its subsidiaries annually. The 1,000 jobs created will include direct roles across the entire business and indirect roles with partners and suppliers.

Emiratisation Rate	
<b>NMDC Group</b>	
2021	9.7%
2022	7.00%
<b>Pure Health</b>	
2021	N/A
2022	12.2%
<b>Trojan Construction Group</b>	
2021	0.8%
2022	1.5%
<b>Aldar Properties</b>	
2021	37.1%
2022	42.0%
<b>TOTAL</b>	
2021	<b>7.2%</b>
2022	<b>8.8%</b>

Note: Emiratisation rates have been calculated based on the total workforce, excluding labours





# Case Study: Aldar Properties

## BUILDING STRONGER COMMUNITIES FOR TOMORROW

Aldar Properties is one of the largest real estate developers and asset managers in the UAE. It has grown exponentially over the years, overseeing some of the UAE's most prestigious property developments. However, despite Aldar's success, the group has never lost touch with its roots and community. In fact, the more Aldar has grown, the more it has given back to its stakeholders.

Aldar is helping build a sustainable future for the UAE by fostering stronger communities across the Emirates. Over the years, the property giant has implemented diverse initiatives that provide skill-building opportunities to local talent, promote community health and welfare, and foster diversity and inclusion. Aldar also supports several humanitarian projects to uplift communities across the region.

### ALDAR PROPERTIES COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY:

Nurturing progressive, inclusive, and sustainable societies is at the centre of Aldar's vision and mission. Taking responsibility for the social and environmental impact of its corporate activities, the company is committed to developing programs that leave a positive impact where it operates.

In 2022, Aldar developed a Social Responsibility and Impact Framework to implement and review its CSR activities. The following diagram provides an account of all our CSR activities and their impact.



 <b>LIVE</b> Healthy and Happy Communities	 <b>BELONG</b> Inclusive and Accessible Communities	 <b>SUSTAIN</b> Resilient and Innovative Communities
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### INITIATIVES LAUNCHED IN 2022:

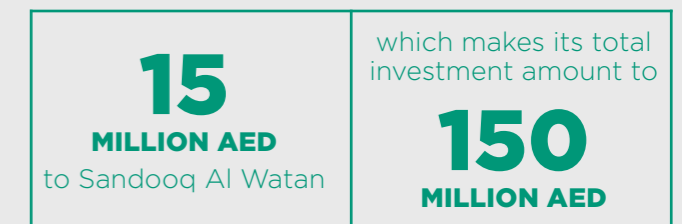
- **Thrive Program:** A Scholarship program for children from low-income families and for high achievers.
- **Sandoog Al Watan Partnership:** Sponsors of projects such as the UAE Coder Program.
- **Emiratisation Programs:** Partnered on the Social Impact Bond managed by the Ma'an Social Investment Fund and the Abu Dhabi Social Support Authority. It includes various social welfare programs such as providing technical skills to eligible candidates to prepare them for employment.
- **Development and Restoration of Local Communities:** Partnered with the UAE Council for Rural Development to improve essential services to rural and remote areas of the Emirate.
- **Empowerment of People of Determination:** Partnered with the UAE Special Olympics and the Zayed Higher Organisation to provide services and skills to people with disabilities.
- **Community Welfare:** In 2019, Aldar became the first commercial enterprise to partner with the UAE's Authority of Social Contribution - Ma'an for social welfare programs. This year, in 2022, the ADH subsidiary signed a Social Impact Bond led by the Abu Dhabi Early Childhood Authority and Ma'an. It also signed an MOU with the Family Care Authority for strategic collaboration on welfare initiatives.

Other charitable causes included donations to the One Billion Meals Initiative as well as a partnership with the UAE Red Crescent.

### SANDOOG AL WATAN:

One of Aldar's most valued CSR partnerships is with the UAE's national fund Sandoog Al Watan. The fund provides critical technical and life skills to young Emiratis through educational programs, environmental and sustainable development research, and entrepreneurial skill development workshops. The fund aims to empower the youth to enable them to contribute to the national economy and community development.

#### SO FAR ALDAR HAS PLEDGED



The company's initiatives in partnership with Sandoog Al Watan include:

- **UAE Coder:** This initiative aims to teach Emirati students advanced skills in the fields of mathematics and science. It conducts nationwide workshops and competitions with qualifying students learning specialised skills like robotics and artificial intelligence.
- **Mawhibatna:** This program is also geared toward Emirati students. The fund has partnered with Crimson Education to help students get admission in the world's top 100 universities.
- **Emirati Innovator:** This was launched to support entrepreneurship and innovation in technology to enable Emirati businesses to compete within the global market.
- **SWARD:** This program funds research projects in the fields of aerospace and defence, water management, healthcare, and genomics, and the fourth industrial revolution.



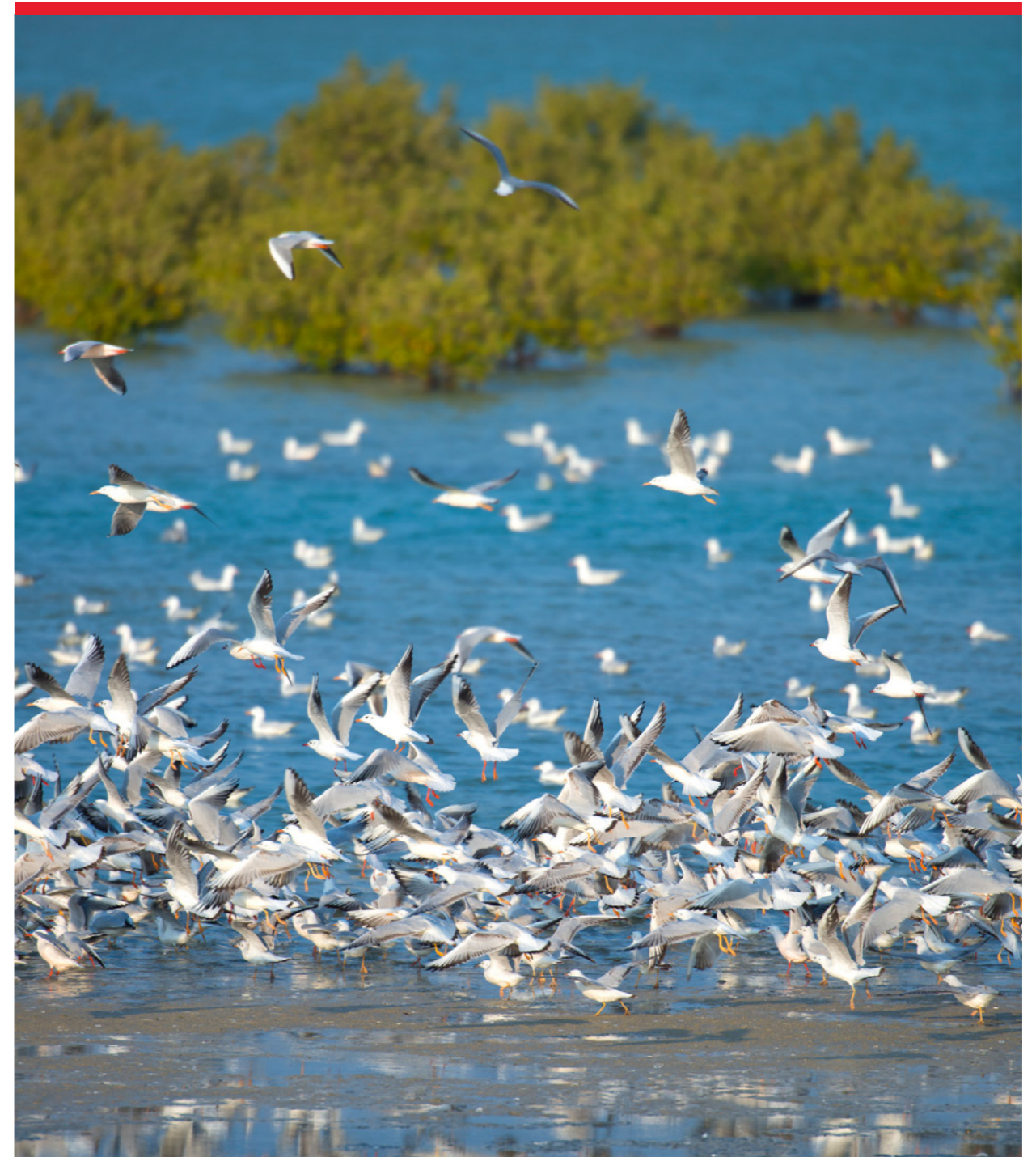
# 6.

## OUR PLANET

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As a leading investor in core sectors of the UAE economy, ADH embraces its responsibility to the environment. We believe that we must protect the UAE's natural ecosystems, contribute to global efforts against climate change, and empower our people and the business community to become agents of improvement in the fight to protect our planet.

The UAE aims to be a world leader in environmental sustainability and is making rapid progress towards that goal. The government is working toward achieving net zero status by 2050, amongst other environmental objectives, and will host the leading global climate conference, COP28 in November 2023. To see its environmental agenda through, the government relies on private sector companies, such as ADH, to contribute to the protection and preservation of natural resources in the UAE.



At ADH, we recognise our capacity for positive change. We believe that we have a role to play in the UAE's vision of promoting ecological balance and environmental sustainability. ADH and its subsidiaries want to serve our people and planet by being environmentally conscious and responsible contributors to society.

## MANAGING OUR ENVIRONMENTAL FOOTPRINT

(GRI 302-1, GRI 302-2, GRI 302-3, GRI 303-5, GRI 305-1, GRI 304, GRI 305-2, GRI 305-3, GRI 305-4, GRI 306-3, E1, E2, E3, E4, E5, E6, E7, E8, E9)

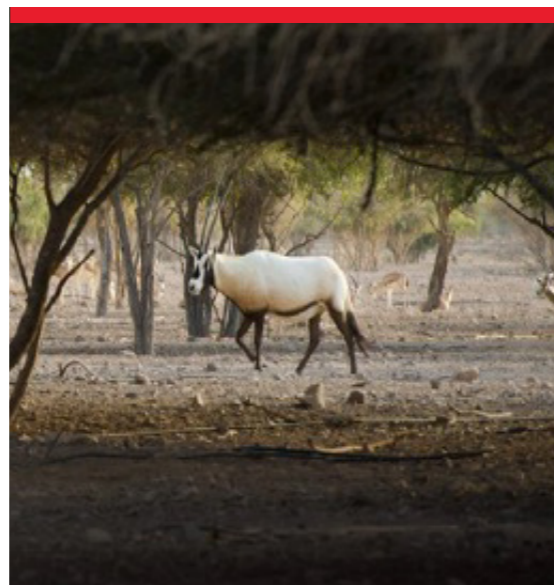
ADH and our subsidiaries strive to reduce our ecological footprint. We have further refined our internal environmental management systems and practices this year.

Several key subsidiaries, such as TCG, NMDC, and Aldar Properties, base their operations around their organisation-specific environmental management system (EMS). Their EMS outlines the processes and practices that need to be implemented to measure, reduce, and track their environmental footprint. Their commitment to preserving and protecting the environment is now globally recognised, with each subsidiary being certified with the ISO 14001 EMS standard.

### OUR CARBON FOOTPRINT

Managing and reducing the group's collective greenhouse gas and carbon emissions will be a key focus of ADH and its subsidiaries moving forward. The first step in doing so is to measure and track emissions on a subsidiary level. Last year, ADH moved in that direction by initiating the consolidated carbon emissions calculation of the subsidiaries included in its reporting boundary.

The methodology calculates greenhouse gas emissions in accordance with the GHG Protocol (Corporate Standard). This year's computations go one step further to include selected elements under Scope 3 emissions. For a detailed breakdown of the emissions, please consult the Environmental Sustainability Data Sheet found in the appendix section.



### OUR ENVIRONMENTAL FOOTPRINT

ADH subsidiaries have waste and water management plans to keep the environmental footprint in check. In addition, our subsidiaries strive to eliminate paper usage through digitalisation.

TGC and NPC, for example, have digitised 20% of all their paper documents and records so far.

At Pure Health, a paperless initiative was rolled out on a corporate level to reduce paper consumption by about 90%. In addition, Pure Lab, a pure health subsidiary, uses an online document management system to reduce its paper consumption. Another PHMS subsidiary, SKGH, has implemented a managed printing solution to control the number of prints per user to eliminate the needless usage of paper.

Aldar Properties has instituted similar initiatives across its developments as well. These efforts have yielded encouraging results. Aldar is also planning to reduce paper usage by transitioning to paperless hotels and implementing paperless financial management and paperless procurement.

## 2022 ENERGY CONSUMPTION

Energy Consumption (GJ)		ADH Operations	NMDC Group	Pure Health	Trojan Construction Group	
Energy Consumption	Fuel Consumption	Petrol	N/A	30,796.41	0.00	41,038.81
		Diesel	N/A	3,138,770.17	3,697.32	1,321,020.05
	Electricity Consumption		10.18	276,284.91	322,622.42	37,623.84
	Chilled Water		110,700.37	2,000,878.68	0.00	0.00
Direct Energy Consumption per Subsidiary		N/A	3,169,566.58	3,697.32	1,362,058.86	
Indirect Energy Consumption per Subsidiary		110,710.55	2,277,163.58	322,622.42	37,623.84	
<b>Total Energy Consumption per Subsidiary</b>		<b>110,710.55</b>	<b>5,446,730.17</b>	<b>326,319.74</b>	<b>1,399,682.70</b>	
<b>Total Direct Energy Consumption</b>		<b>4,535,322.76</b>				
<b>Total Indirect Energy Consumption</b>		<b>2,748,120.40</b>				
<b>Total Energy Consumption</b>		<b>7,283,443.16</b>				

2022 Energy Intensity (GJ/Employee)	ADH Operations	NMDC Group	Pure Health	Trojan Construction Group
Direct Energy Intensity	N/A	266.17	0.70	58.97
Indirect Energy Intensity	6,919.41	191.23	61.07	1.63
Total Energy Intensity per Subsidiary	6,919.41	457.40	61.77	60.60
<b>TOTAL ENERGY INTENSITY</b>	<b>180.72</b>			

**Note:** Aldar Properties' energy data was not available at the time of publishing the report.



## 2022 GHG EMISSIONS DATA

GHG Emissions (MT CO2e)*	ADH Operations	NMDC	Pure Health	Trojan Construction Group	Aldar Properties
Scope 1	N/A	231,869.07	4,675.54	90,965.11	2,087.00
Scope 2	12,427.22	254,528.11	36,215.37	4,223.39	230,567.00
Scope 3	N/A	456,025.05	1,159.93	59,160.20	1,403,248.45
Total Emissions per Subsidiary	12,427.22	942,422.22	42,050.85	154,348.70	1,635,902.45
<b>TOTAL SCOPE 1</b>	<b>329,596.72</b>				
<b>TOTAL SCOPE 2</b>	<b>537,961.10</b>				
<b>TOTAL SCOPE 3</b>	<b>1,919,593.63</b>				
<b>TOTAL EMISSIONS</b>	<b>2,787,151.45</b>				

\*For a detailed breakdown of the emissions, please consult the Environmental Sustainability Data Sheet found in the appendix section.

GHG Emissions Intensity (MT CO2 e/Employee)	ADH Operations	NMDC	Pure Health	Trojan Construction Group
Scope 1 Intensity	N/A	19.47	0.89	3.94
Scope 2 Intensity	776.70	21.37	6.86	0.18
Scope 3 Intensity	N/A	38.30	0.22	2.56
Total Emissions Intensity per Subsidiary	776.70	79.14	7.96	6.68
<b>TOTAL EMISSIONS INTENSITY</b>	<b>67.92</b>			

# CASE STUDY

## ALDAR PROPERTIES: BUILDING A GREENER FUTURE

### INTRODUCTION:

The global movement to reduce carbon emissions and adopt environmentally friendly practices in line with UN SDGs is gaining momentum. The UAE is at the forefront of this movement, aspiring to set an example for the world to follow. Notably, the UAE has committed to achieving Net Zero emissions by 2050 in its bid to build a greener future.

As one of the largest real estate developers in the UAE, Aldar Properties is playing a significant role in helping the UAE achieve net zero emissions. To that end, decarbonisation is the real estate giant's foremost priority in the future.

In its mission to reduce its carbon footprint, the company has taken several bold initiatives over the years. In 2021, Aldar committed to achieving Net Zero emissions by 2050, which goes above and beyond its earlier goal of carbon neutrality. It has developed an Action Plan incorporating all aspects of its commercial activities to ensure compliance with its Net Zero pledge.

According to the Action Plan, Aldar will develop construction capabilities according to the latest climate science to ensure low-carbon design and manufacturing across its projects. Additionally, the company will also ensure vendor and supply chain partners' compliance in achieving Net Zero emissions. As a real estate leader, Aldar can leverage its substantial influence over the industry to adopt eco-friendly operations. It will also work in partnership with the UAE government to reduce the carbon footprint in the real estate and construction industry.

Achieving Net Zero emissions come with long and short-term goals. In the long-term, it requires large-scale technological innovation and development. In the short term, sustainable industry practices are required across the value chain. To achieve its long and short-term goals, Aldar is implementing changes to company-wide business practices and collaborating with key partners and suppliers.

Aldar's Net Zero Action Plan is a roadmap to the company's future. It will be vital to all their new endeavours and business projects.



### ALDAR PROPERTIES WORKERS WELFARE PROGRAM

In addition to its environmental sustainability efforts, Aldar is committed to contributing positively to its people and communities. It is reflected in the company's commitment to upholding workers' rights. Its policies and initiatives ensure the dignity of labour, health, human services, and the protection of individual rights.

The company has taken several measures to ensure that its contractors and sub-contractors follow international labour laws and standards. It requires its suppliers and vendors to provide reasonable accommodation, healthcare, timely pay to all their workforce, paid annual leave, adherence to workplace safety standards, and access to personal travel documents.

Aldar takes steps to vet prospective vendors and contractors during procurement tenders, ensuring that they follow international labour standards.

The ADH subsidiary continues to champion workers' rights in the Middle East and ensures they are upheld at every touch point in the supply chain. In 2021, it initiated a grievance hotline available to all workers to register complaints against any employer. The grievances are taken seriously, with further investigations carried out for each one.



### GRIEVANCE HOTLINE

available to all workers  
to register complaints  
against any employer





Our mangrove nurseries are a key element of the UAE's strategy of planting 100 million mangroves by 2030

## EMBEDDING CLIMATE RISK

(E10)

Climate change is a societal issue and a business risk. In this context, solving climate change challenges also gives rise to new business opportunities.

As a global corporate citizen, we seek to play an active role in both climate mitigation and adaptation. This year we expanded our footprint in renewable energy and are looking to invest more in the sustainable energy sector going forward.

In 2022, ADH notably invested in a 2,000 MW renewable energy project through its subsidiary, W Solar Investment. The project is spearheaded by the General Electricity Company of Libya (Gecol) and will focus on building a solar photovoltaic power plant in the North African country.

Also, through our subsidiary Mawarid, we aim to demonstrate a catalytic adaptive approach to actively managing desertification.

# CASE STUDY

## MAWARID HOLDING: BREATHING GREEN LIFE INTO THE DESERTS OF ABU DHABI

Mawarid Holding Investments is one of Alpha Dhabi Holding's leading subsidiaries when it comes to sustainability management. While the investment firm remains outside the reporting boundary threshold, the ground-breaking environmental work done by Mawarid in recent years warrants mention in this year's ESG report.

**MAWARID**  
**A Leading Sustainability Investment Group**  
Mawarid Holding Investments was founded in 2017. It has since emerged as a leading investor in the Emirati environmental protection and conservation space. The company's diverse investment portfolio comprises some of the UAE's top environmental organisations across eight core sectors:



### The group is a key investor in the following organisations:

#### Barari Natural Resources

- Leader in forestry, wildlife, and water management and conservation
- 8,000+ employees
- 65,000+ animals covering 25 species managed
- 500 forests and reserves under protection

#### Mawarid Services LLC

- Leader in landscaping, farm management, and wildlife conservation
- Also produces and manages animal feed
- 2,500+ technical and administrative staff
- Specialised laboratories for R&D

#### Mawarid Nurseries

- Leader in plant nurseries
- One of the largest plant cultivators and importers
- Deals in a variety of native and ornamental plant species

#### Emirates Safety Lab

- Leader in fire safety testing and technology
- Largest certification body and testing laboratory in the region for fire safety and building materials.
- Approved by the UAE civil defence
- Provides professional security and safety training

#### Telal Resort

- The first desert eco-tourism resort in the Middle East
- 5-Star property in the lush oasis of Al Ain
- 80 square kilometres of natural conservation areas included









#### Mawarid Desert Control

- Leader in climate-smart agriculture solutions
- Focuses on sustainable ecosystem management
- On a mission to fight desertification and soil degradation
- Campaigns complete solutions
- Leader in property management
- Provides facilities services to corporate offices, airports, industrial sites, and more
- Focuses on sustainable solutions

#### Mawarid R&D Centre

- Leader in environmental R&D
- Employs specialists in forest management, irrigation tech, and wildlife management
- Conducts scientific pilot programs to bolster UAE's sustainability



 <p>Forest Management</p>	 <p>Animal Management &amp; Resources</p>	 <p>Water Resources &amp; Infrastructure</p>	 <p>Eco-Tourism Services</p>
 <p>Research &amp; Development</p>	 <p>Tailored Landscaping &amp; Farming</p>	 <p>Organic/ Non-Organic Recycling</p>	 <p>Agro-Environment</p>

## FOREST MANAGEMENT AT MAWARID

Forest Management is at the heart of Mawarid's inspiring sustainability story. In the early days of its mission to take care of the UAE environment, Mawarid decided to primarily focus its resources on preserving and protecting the country's land.

The UAE is one of the world's most hyper-arid countries, with an area of over 71,000 square kilometres. Most of the country comprises a sandy desert that supports a wide range of sparse seasonal vegetation. Under the UAE's desert landscape are some of the most interesting ecological habitats supporting some of the world's most stunning flora and fauna. However, climate change and harmful human activity threaten the country's land resources and biodiversity. Desertification, droughts, and soil degradation are becoming increasingly common. Mawarid is one of the UAE's sustainability-driven groups of companies focusing on addressing these critical environmental issues.

However, what sets Mawarid apart is its unique and ground-breaking approach to solving desertification. Most environmental change-makers in the UAE and across the region are focusing on indirect measures to slow desertification and mitigate the harmful consequences for biodiversity. Mawarid, on the other hand, is working with its key subsidiaries, including Barari Natural Resources and Mawarid Desert Control, to actively reverse desertification.

## SUSTAINABLY TRANSFORMING DESERTS INTO FORESTS

Mawarid is leveraging advanced agriculture technology and innovative farming and forest management methods to convert deserts in Abu Dhabi and the UAE into forests and woodlands. This transformation is made possible through the implementation of advanced irrigation systems, careful cultivation, acclimatisation, relocation of trees, and meticulous maintenance of the new forestlands created.



### Scimitar Horned Oryx-Extinct in the wild

Mawarid Holding Investment, conserves the said species population in its managed facilities and forests. Being classified as Extinct in the wild by the IUCN Red List, our wildlife conservation team, as an integral part of the introduction project, provided Scimitar horned oryx from their different sites for conservation and reintroduction purposes in (native range) Chad.

Mawarid and its subsidiaries ensure that the end-to-end forestation process and the continued maintenance required afterward, remains sustainable across all fronts. The group primarily focuses on sustainable waste and water management.



**Sustainable Waste Management:** Every year, 80,000 tonnes of green animal waste is collected from the forests under Mawarid management and recycled into compost. Recycling waste into fertiliser significantly reduces the greenhouse emissions of the forests. It also promotes the use of organic matter as fertiliser, which improves soil health and fertility.



**Sustainable Water Management:** Forests under Mawarid's management are kept alive using a vast and dense irrigation system comprising over 160,000 kilometres of irrigation pipes. Notably, a significant portion of this system is solar-powered, and all the pipes used are recycled at the end of their determined usage. Over 5,000 wells in the desert also supplement the irrigation network. Mawarid has a dedicated hydrology team on call to monitor groundwater levels and quality to make its use of groundwater across all managed forests as sustainable as possible. During the relocation and forest plantation stage, the team also ensure that all high water-consumption planet species are replaced with native plant species that are accustomed to the Emirates harsh climate.

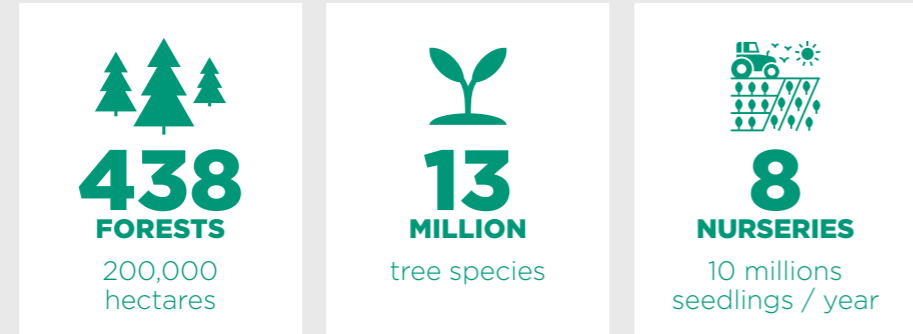
Forest management teams employ several other water-saving techniques. Mulch is used to minimise water loss through evaporation. Mawarid Desert Control has especially developed Liquid Natural Clay (LNC) which is now used across all Mawarid forests and reserves to preserve water resources. The company's commitment to sustainable water management has ultimately resulted in over 89 million gallons of water savings being realised annually. With less water required, Mawarid is now eyeing the expansion of its forested land.



**A REVOLUTIONARY ESG IMPACT**

Mawarid and its subsidiaries currently manage over 438 forests and protected areas spanning 200,000 hectares of land in Abu Dhabi. The group collectively maintains over a million square metres of green areas across the UAE, conserving over 13 million tree species. In addition, Mawarid operates eight large nurseries for local plants with a capacity of more than 10 million seedlings per year.

The ESG impact of these desert forests unfolds in two main ways.



Introducing locally grown Arabian White Truffles that are supplied to local restaurants, as a substitute for the white truffles flown in from Italy.



**Environmental Impact:**

The forests under Mawarid management function as carbon sinks. Based on the estimates provided by the Environment Agency - Abu Dhabi, Mawarid's desert forests offset about 346,674 million tonnes of carbon dioxide every year. They improve air quality and boost the local climate quality of Abu Dhabi. The forests are also instrumental in preserving biodiversity in the UAE. They are home to some of UAE's native, forest-adapted plant species that are initially bred in nurseries and then relocated. Through advanced seed preservation techniques, about 130 native species have been preserved from extinction. In addition, Mawarid has deployed sustainable solutions to rehabilitate degraded ecosystems and preserve natural habitats. In fact, the total forest area includes over 51,000 kilometres of wired fences protecting degraded land. The green forest initiative has also reintroduced endangered and indigenous wildlife into UAE's natural ecosystems. The forests provide natural cover and shelter to a wide range of fauna, including 25 species and 30 individual endangered birds.



**Social Impact:**

Mawarid's one-of-a-kind desert forestation initiative inspires the rest of the world to move beyond reactionary measures to leverage technology and save our forests. It raises community awareness by spearheading eco-tourism activities, including wildlife safaris, desert camping, and air-balloon flights to reserves and forests. Mawarid also engages the community through multiple edutainment programs.



**Arabian Tahr -Endangered Species**

Mawarid Holding Investment took initiatives on the Conservation, Rewilding Reintroduction of Endangered Arabian tahr on Sir bani yas island and Jabel hafet

# 7.

## RESPONSIBLE BUSINESS OPERATIONS

### A ROBUST AND ETHICAL GOVERNANCE

(GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-15, GRI 2-16, GRI 2-17, GRI 2-18, GRI 2-19, GRI 2-20, GRI 2-21, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27, GRI 205-1, GRI 205-2, GRI 205-3, GRI 417-1, GRI 417-2, S1, S9, S10, G2, G3, G4, G5, G6)

We recognise that sustainable governance is a crucial ESG pillar.

#### 1.1 ENSURING RESILIENT OVERSIGHT AND GUIDANCE

ADH is led by an experienced and established Board of Directors comprising four independent, non-executive leaders and ADH's Managing Director and CEO. The Board members bring extensive and diverse experience and qualifications to the table. One of the five members is a visionary female business leader in the UAE. The Board was newly elected last year after ADH's successful IPO on the Abu Dhabi Securities Exchange (ADX).



H.E. Mohamed Thani  
Murshed Ghannam  
Alrumaithi  
**Chairman**



Mr. Syed Basar Shueb  
Syed Shueb  
**Vice Chairman**



Mr. Hamad Salem  
Mohammed Saeed Alameri  
**Board Member, Managing  
Director and CEO**



Ms. Sofia Abdellatif Lasky  
**Board Member**



Mr. Sultan Dhahi Sultan  
Massam Alhemeiri  
**Board Member**

The Board of ADH is tasked with setting the firm's long-term sustainability-focused strategic direction. They guide the management team in executing plans that create sustainable stakeholder value. In addition, the Board provides oversight of the company's business operations to ensure ADH continues to grow ethically in line with its ESG goals and duties to its stakeholders.

To conduct its oversight responsibilities efficiently and effectively, the Board established four governance committees post-IPO. These four committees ensure effective governance in four different business areas.

**AUDIT COMMITTEE:** Responsible for overseeing ADH's financial reporting and establishing internal financial management and reporting controls. The committee's goal is to ensure transparency and proper risk management.

**NOMINATION AND REMUNERATION COMMITTEE:** Responsible for overseeing the group's human resource management and for determining the fair and ethical remuneration of group Directors and Senior Management.

**INSIDER TRADING SUPERVISION COMMITTEE:** Responsible for overseeing market transactions of ADH employees through proper record keeping. The Insider Trading Supervision Committee is tasked with market reporting that aligns with applicable regulations.

**Investment Committee:** Responsible for providing strategic guidance to the Board and Management on investment decision-making and ensuring decision alignment with ADH's overall investment strategy and objectives.

## 1.2 FOSTERING A FAIR AND ETHICAL CULTURE

People are at the heart of ADH and are responsible for its rapid growth in recent years. ADH and its subsidiaries place great importance in promoting and fostering a fair and ethical workplace culture. The group seeks to lay out policies, procedures and practices that promote a standard of ethical practices that go beyond the legal and regulatory minimum thresholds.



# CASE STUDY

## BEACON OF OPERATIONAL EXCELLENCE IN CONSTRUCTION

Trojan Construction Group (TCG) has been at the forefront of construction and real estate development in the UAE for over two decades. In that time, the group has led by example. It has surpassed and elevated the industry's standards for operational integrity, efficiency, and safety.

The two main subsidiaries of TCG, Trojan General Contracting (TGC) and National Projects & Construction (NPC), are known industry-wide for their commitment to delivering high-quality projects that exceed client expectations. To achieve excellence, they use state-of-the-art equipment, finding newer ways to bolster operational efficiency without compromising on health and safety standards and protocols. Embracing this construction approach has allowed both organisations to consistently outperform competitors and establish themselves as ideal employers for local and global talent in construction.

### TROJAN GENERAL CONTRACTING'S TRACK RECORD:

TGC was launched in 2009 under the Trojan Construction Group umbrella. Within the decade, the company has executed a diverse range of construction projects in core sectors of the UAE economy. Its commitment to operational excellence and worker health and safety has catapulted it to top of the industry. Today, TGC operates an expansive array of plants and machinery and employs around 12,000 construction experts and labourers.

TGC's industry success is grounded in its environment, health, and safety vision. Since its inception, the company has not wavered in its mission to provide regular training to all personnel, adhere to international occupational health and safety (OHS) standards, and maintain its employee well-being at the highest possible levels.



### NATIONAL PROJECTS & CONSTRUCTION'S TRACK RECORD

NPC has been an industry leader since 2003. It is renowned for providing exceptional contracts to real estate developers in the UAE. Over the years, NPC has assumed the contractor role in constructing some of UAE's most prolific residential and commercial properties. As a result, NPC has grown exponentially over the decades. Today, it employs over 7,000 construction experts and labourers and operates over AED 150 million worth of plant and machinery.

Following its parent group's footsteps, NPC has committed itself to providing its employee base with all the resources they need to work at their natural best in a safe and secure environment.

### CERTIFIED SAFE AND SECURE

TGC and NPC's commitment to operational excellence and maintaining occupational health and safety is well recognised locally and globally. Both organisations are constantly assessing their compliance in line with international operational standards and striving to add to their existing certifications. By the end of 2021, TGC and NPC held the following ISO certifications:

- **ISO 45001:** International standard for health and safety at work
- **ISO 14001:** International standard for environmental management
- **ISO 9001:** International standard for quality management
- **ISO 27001:** International standard for information security

This year, both NPC and TGC completed their compliance with two additional ISO standards:

ISO 26000: International standard for social responsibility. ISO 26000 provides guidelines to businesses looking to operate socially and responsibly. It also helps an organisation assess its sustainability performance.

ISO 31000: International standard for risk management: ISO 31000 specifies organisations' requirements for adequate risk management. It provides reassurance regarding economic resilience, professional reputation, and environmental and safety outcomes.

In the coming year, NPC and TGC are aiming to expand their certification list by completing their compliance to protocols established in the following two ISO standards:

ISO 22301: International standard for security and resilience of business management systems. ISO 22301 outlines the measures required for an organisation to ensure operational continuity and mitigation of risks from disruptions.

ISO 50001: International standard for energy management. ISO 50001 is designed for organisations that want to conserve resources and improve their bottom line through efficient energy management.

### **OCCUPATIONAL HEALTH AND SAFETY AT TCG**

Construction is an inherently dangerous endeavour. Without strict rules and regulations governing operational practices in the construction sector, the risk of accidents, injuries and the loss of human life can be significant. However, with technological advances and compliance with the latest safety standards and protocols, these risks can be mitigated and even entirely avoided.

NPC and TGC are wholly committed to ensuring that the highest occupational health and safety protocols are followed at all their working sites. Both companies have extensive OHS management systems in place that are regularly audited internally and externally through ISO and OSHAD.

OHS management at NPC and TGC is multi-faceted. OHS is ensured through regular training, education of personnel, and policy development. Both companies have extensive training programs to ensure all employees are up to date on the latest safety protocols, tools, and methods. In 2022, the training programs at NPC and TGC were expanded to include final assessments and evaluations. In addition, all training is now delivered digitally to reduce the companies' paper consumption. The training program at both firms comprises 67 separate pieces of training, drills, and safety campaigns, including behavioural-based safety training, crane operations training, chemicals handling training, accident reporting and prevention training, and more.

2022 saw NPC and TGC meet all their predefined OHS targets. The targets for the upcoming year have been set as follows:

- At least 3 hours of training per employee per month, assessed and evaluated.
- A maximum accident frequency rate of 0.25%, i.e., one LTI per 4 million man-hours worked.
- A maximum accident severity rate of 3.5%, i.e., one day lost for each 0.28 million man-hours worked.



## ECONOMIC GROWTH AND PROSPERITY

(GRI 201-1, GRI 203-2)

### CONTRIBUTING TO THE LOCAL AND GLOBAL ECONOMY

As one of the UAE's largest public holding companies, ADH is strategically positioned to drive growth, innovation, and sustainable development in the UAE economy. Accordingly, the group's growth and development has been aligned with the Abu Dhabi and UAE visions and missions for economic development and value creation.

As a key investor in core Emirati industries, ADH supports the country's economic aspirations by supporting its subsidiaries on the local and global stage. ADH promotes an ecosystem where subsidiaries are encouraged and empowered to grow sustainably, invest in technological innovation, become competitive on a global scale, and navigate market challenges. ADH champions a culture of leaning forward into future-oriented businesses and ventures.

ADH is also a key driver of economic diversification in the UAE. In recent years, the group has made sizable investments in multiple industries that form the bedrock of the UAE economy and are pillars of growth and innovation. ADH is positioned at the heart of the UAE's economic future, with its investments in sectors ranging from construction and real estate development to energy, infrastructure, and health-tech. We provide visionary entrepreneurs and businessmen in these fields with market connectivity, operational guidance, and sustainable growth and development support.

On an individual and community level, ADH is committed to providing gainful employment to its employees, enabling them to achieve their true potential in a learning-conducive environment. We provide opportunities to our workforce to help them advance in their careers and, ultimately, build a better life for themselves and their families.

Moving forward, we will continue to invest in businesses that create value for the local, regional, and global economy. We aim to further expand and diversify our portfolio in 2023 both locally and internationally. In doing so, we will focus on playing a role in the UAE becoming a hub for futuristic, sustainability-driven businesses, entrepreneurs, and change-makers.



## TECHNOLOGY AND INNOVATION

(GRI 418-1, G6)

### LEVERAGING TECHNOLOGY TO INNOVATE

Technology is key to managing and thriving in our rapidly changing environment. We view and strive to capitalise on technology through the following four lenses.

#### 4.1 Technology and Agility

ADH believes being technology-focused is critical to maintaining a leading position in the market and competing globally. We push our companies to remain up to date on industry-relevant technology advancements and invest in innovative technology-oriented solutions for their customers. Leveraging the right technology solutions and systems allows our subsidiaries to stay flexible and agile when navigating rapidly evolving market dynamics.

#### 4.2 Technology and Operational Efficiency

Operational software and digitisation now afford our operational subsidiaries the opportunity to streamline processes, enhance operational flexibility, and unlock cost savings. Our companies seek to use technology to their advantage to bolster competitiveness and deliver time and cost sensitive solutions to customers.

#### 4.3 Digital Transformation at ADH

ADH looks for ways to unlock group synergies through technological advancements, such as Artificial Intelligence and Machine Learning. In so doing, the group recognises that there are added requirements for enhancing data privacy and cybersecurity. The ADH ecosystem remained safe from cyberattacks in 2022, despite our group's increasing digital footprint. Some of our most recent transformative initiatives include the rolling out: (i) ADHMS, a data collection system that connects the ADH portfolio of companies to streamline data and information sharing. (ii) An investor-relations mobile application enables ADH to more actively engage with investors; it keeps them updated on key subsidiary developments, upcoming investments, acquisitions, and portfolio performance data points; and (iii) A digitised mass purchase and procurement system that provides select ADH subsidiaries with an integrated, central solution for their commodity purchases. The use of this system has already resulted in savings worth AED 9 million for four ADH subsidiaries in the construction, real estate development, and marine infrastructure space.

#### 4.4 A Technology-Oriented Investment Strategy

The UAE's 'We the UAE 2031' Vision places an accent on using the latest technologies to enhance government performance and infrastructure development. ADH, staying true to our alignment with this national vision, has placed importance on making investments in technology-focused companies. We are constantly looking to join forces with businesses that understand the importance of technology in today's environment and are committed to using digital processes to drive innovation and sustainable development.

# CASE STUDY

## PHMS DRIVING DIGITAL PROGRESS IN HEALTHCARE

Digitisation has become a strategic necessity for businesses in today's complex and dynamic world. It entails transitioning away from outdated systems and processes by leveraging technological solutions to maximise efficiency. This digital transformation is happening across all industries, including healthcare, and can significantly improve proficiency and business competitiveness.



### UNLOCKING THE BENEFITS OF DIGITISATION IN HEALTHCARE

**Higher Efficiency:** Digitisation enables the optimisation of internal medical/healthcare information systems through improved coordination between departments, minimising redundancies and bottlenecks in back-end processes. It also reduces dependencies on manual labour, eliminates human error, and increases productivity.

**Increased Competitiveness:** By using digital processes in their day-to-day operations, healthcare organisations can bolster their operational flexibility to manoeuvre unexpected challenges. Digitisation can provide them with real-time data and analytics, making it easier for them to make decisions quickly and stay ahead of the curve.

**Enhanced Customer Experience:** Digitisation allows for a better understanding of customer needs. Through digitisation of medical data as well as operational processes, healthcare providers and health-tech innovators can provide improved patient care. Digital technology also improves research capabilities, paving the way for medical innovation and scientific discovery.

**Cost Savings:** Automation of processes not only minimises the risk of errors but also reduces overheads through decreased dependency on manual labour and physical infrastructures such as paper-based systems. It can also help lower costs for sourcing and distribution.



### DIGITAL TRANSFORMATION AT PURE HEALTH MEDICAL SERVICES

Pure Health Medical Services (PHMS) is a key subsidiary of ADH, leading the health-tech space in the UAE. Digital transformation is central to PHMS's growth strategy. The company already has several initiatives in place to digitalise its processes. Through its tech-enabled, integrated healthcare platform, PHMS is poised to deliver a seamless customer experience and benefit from increased operational efficiency. In 2022, PHMS implemented two large-scale digital transformation projects:



### LAB CONNECT SYSTEM

Standard operating procedures for diagnostic labs require multiple processes and specialised equipment and personnel. As part of its digital transformation, Pure Health launched the Lab Connect System initiative to improve the efficiency, flexibility, scalability, and cost-effectiveness of its existing systems.

The new system includes a lab integration engine that centralises Pure Health's lab operations and connects all its outlets through a robust and secure network that facilitates faster data transfer and coordination.

The new initiative has yielded a number of advantages for PHMS, mainly:

- Automation of lab operations with reduced dependency on specialised personnel.
- Improving operational systems and processes, thereby improving the proficiency of lab technicians.
- Centralised and secured database of all patient records and lab orders accessible across the network.
- Optimised systems with rapid delivery of verified lab results to customers.
- Adoption of standard operating procedures across all labs and outlets.
- Improved processing speeds and response times.





### IMPLEMENTATION CHALLENGES

Pure Health had to overcome several key hurdles to implement the new system. All relevant parties had to be brought on board to help wean them off outdated systems and technology. Moreover, the market launch of the system relied on precise resource planning for a seamless transition.



### MEASURING IMPACT

Initially, the system was implemented in two group hospitals where 8,000 orders have been processed since 1st November 2022. The processing time was reduced by three hours on each order. This adds up to a combined savings of 24,000 hours of work.

In the next phase, the system will be implemented across all Pure Health outlets and operations.



### AUTOMATED SYSTEM FOR DISTRIBUTION OF LAB RESULTS

One of the key requirements of a diagnostic lab is to deliver test results to customers/patients. This typically involves the collection of lab specimens, processing, and delivery to the customer. The entire process can be time-consuming. To speed up deliveries, Pure Health digitised its test result delivery system to expedite customer service and optimise resource application.

Data collection was automated so that verified test results could be shared online with customers who can access them at any point, once available.

The key benefits of this initiative include:

- Reduced paper consumption which not only reduces cost but is also eco-friendly.
- Improved processing speed and deliverables.
- Better customer service
- Lesser waste of resources
- Reduced manual work hours, seamless automated workflow, and reduced human error.
- Reduced overhead costs such as logistics.



### IMPLEMENTATION CHALLENGES

Some of the key challenges to the software solutions deployed under the transformation included convincing customers to sign up with a secure login and password, improving bandwidth and storage size to share large amounts of data, communicating with customers' networks to ensure delivery of results, and managing and consolidating multiple results for the same user.



### MEASURING IMPACT

The project is expected to reduce paper use by 300 pages daily, totalling an annual saving of 109,500 pages.



## RESPONSIBLE SUPPLY CHAIN

(GRI 204-1, GRI 308-1, GRI 414-1, G4)

### ENSURING RESPONSIBLE SUPPLY CHAIN MANAGEMENT

Successful sustainable development entails the implementation of ESG-oriented initiatives across the business value chain. ADH aims to encourage and empower its subsidiaries to embed ESG considerations into their supply chain management.

The supply chain management evaluation of our subsidiaries reveals a need to integrate ESG, particularly in the procurement stage of operations. We are encouraging our companies to assess their suppliers from a holistic ESG perspective to eliminate this gap. This is vital because suppliers' ESG footprint greatly contributes to a company's own ESG impact and performance. Conducting a supplier ESG assessment can unmask ESG risk, adverse impact on suppliers, and the root causes of ESG shortfalls. These can be addressed and mitigated by either working with suppliers or replacing them.

Several tools can be used to conduct a supplier ESG assessment, including on-site audits, third-party inspections, and direct engagement with suppliers. At ADH, we believe in the following two sub-assessments:

**Social Assessment:** The objective is to determine suppliers' compliance with human rights laws, fair employment practices, workplace laws and ethics, safety regulations, and employee management best practices.

**Environmental Assessment:** The objective is to determine the suppliers' waste, water, and energy management, as well as the impact of their operations on climate change, land sustainability, and local biodiversity.

### ENCOURAGING LOCAL PROCUREMENT

Responsible supply chain management also includes carefully evaluating sourcing locations. ADH encourages its subsidiaries to adopt a holistic approach to procurement decision-making. We want our companies to look beyond the financial advantages of sourcing raw materials internationally. Consequently, we encourage them to consider the economic benefits to the local economy and procuring from nearby.

Using local vendors is aligned with our commitment to the UAE economy as it helps bolster job creation, skills development, and business growth. It also creates long-term value for our subsidiaries. Being physically close to their suppliers allows for greater relationship building and streamlined deliveries.

	Total Number of Suppliers	Total Percentage of Local Suppliers
<b>ADH Operations</b>		
2021	N/A	N/A
2022	N/A	N/A
<b>NMDC Group</b>		
2021	3,638	82.85%
2022	3,921	81.15%
<b>Pure Health</b>		
2021	422.00	85.31%
2022	1,404.00	80.77%
<b>Trojan Construction Group</b>		
2021	9,442.00	94.99%
2022	11,806.00	95.00%
<b>Aldar Properties</b>		
2021	N/A	N/A
2022	N/A	N/A
<b>TOTAL</b>		
2021	<b>13,502.00</b>	<b>69.10%</b>
2022	<b>17,131.00</b>	<b>72.10%</b>

	Total Procurement Spending (in AED million)	Total Percentage of Procurement Spending on Local Suppliers (in AED)
<b>ADH Operations</b>		
2021	N/A	N/A
2022	N/A	N/A
<b>NMDC Group</b>		
2021	2,032.64	69.63%
2022	6,065.77	61.25%
<b>Pure Health</b>		
2021	2,562.66	85.64%
2022	3,271.77	80.46%
<b>Trojan Construction Group</b>		
2021	5,000.00	100.00%
2022	5,900.00	100.00%
<b>Aldar Properties</b>		
2021	N/A	N/A
2022	N/A	N/A
<b>TOTAL</b>		
2021	<b>9,595.30</b>	<b>74.99%</b>
2022	<b>15,237.55</b>	<b>56.00%</b>

# 8

## APPENDICES

### HUMAN CAPITAL

#### EMPLOYMENT

Employees	
ADH Operations	
2021	8
2022	16
NMDC Group	
2021	11,869
2022	11,908
Pure Health	
2021	1,297
2022	5,283
Trojan Construction Group	
2021	18,128
2022	23,096
Aldar Properties	
2021	517
2022	735
TOTAL	
2021	<b>31,819</b>
2022	<b>41,038</b>

Total Employees by Gender				
ADH Operations				
	Female	Male	Female (%)	Male (%)
2021	2	6	25.00%	75.00%
2022	6	10	37.50%	62.50%
NMDC Group				
2021	215	11,654	1.81%	98.19%
2022	240	11,668	2.02%	97.98%
Pure Health				
2021	592	705	45.64%	54.36%
2022	2,853	2,430	54.00%	46.00%
Trojan Construction Group				
2021	99	18,029	0.55%	99.45%
2022	121	22,975	0.52%	99.48%
Aldar Properties				
2021	194	323	37.52%	62.48%
2022	289	446	39.32%	60.68%
TOTAL				
2021	<b>1,102</b>	<b>30,717</b>	<b>3.46%</b>	<b>96.54%</b>
2022	<b>3,509</b>	<b>37,529</b>	<b>8.55%</b>	<b>91.45%</b>

Total New Hires				
	Female	Male	Female (%)	Male (%)
ADH Operations				
2021	0	0	0.00%	0.00%
2022	6	10	100.00%	100.00%
NMDC Group*				
2021	6	305	2.79%	2.62%
2022	59	887	24.58%	7.60%
Pure Health				
2021	289	362	49%	51%
2022	1,283	1,602	45%	66%
Trojan Construction Group				
2021	32	3,712	32.32%	20.59%
2022	50	7,026	41.32%	30.58%
Aldar Properties				
2021	91	108	46.91%	33.44%
2022	126	165	43.60%	37.00%
TOTAL				
2021	<b>418</b>	<b>4,487</b>	<b>37.93%</b>	<b>14.61%</b>
2022	<b>1,524</b>	<b>9,690</b>	<b>43.43%</b>	<b>25.82%</b>

Total New Hires by Age Group						
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
ADH Operations						
2021	0	0	0	0.00%	0.00%	0.00%
2022	2	12	2	100.00%	100.00%	100.00%
NMDC Group*						
2021	34	255	22	3.60%	2.81%	1.19%
2022	137	732	77	17.25%	7.86%	4.28%
Pure Health**						
2021	243	370	38	69.03%	44.42%	33.93%
2022	1,055	1,758	72	138.63%*	45.43%	11.04%
Trojan Construction Group						
2021	1,896	1,792	56	28.53%	17.03%	5.82%
2022	3,730	3,256	90	43.19%	24.51%	7.65%
Aldar Properties						
2021	64	124	11	47.76%	49.84%	2.40%
2022	102	186	3	71.33%	34.64%	5.45%
TOTAL						
2021	<b>2,237</b>	<b>2,541</b>	<b>127</b>	<b>27.95%</b>	<b>12.19%</b>	<b>4.27%</b>
2022	<b>5,026</b>	<b>5,944</b>	<b>244</b>	<b>48.62%</b>	<b>22.00%</b>	<b>6.62%</b>

\*\*As a result of the 2022 closure of Tamouh's Covid-19 field hospitals and test centres, Pure Health underwent extensive restructuring, which resulted in turnover and hiring rates that exceeded 100%.

Employees that Left				
	Female	Male	Female (%)	Male (%)
ADH Operations				
2021	0	0	0.00%	0.00%
2022	0	0	0.00%	0.00%
NMDC Group*				
2021	37	525	17.21%	4.50%
2022	39	367	16.25%	3.15%
Pure Health				
2021	110	77	18.58%	10.92%
2022	1,778	2,033	62.32%	83.66%
Trojan Construction Group				
2021	20	4,413	20.20%	24.48%
2022	32	2,413	26.45%	10.50%
Aldar Properties				
2021	12	30	6.19%	9.29%
2022	32	43	11.07%	9.64%
TOTAL				
2021	<b>179</b>	<b>5,045</b>	<b>16.24%</b>	<b>16.42%</b>
2022	<b>1,881</b>	<b>4,856</b>	<b>53.61%</b>	<b>12.94%</b>

Employees that Left						
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
ADH Operations						
2021	0	0	0	0.00%	0.00%	0.00%
2022	0	0	0	0.00%	0.00%	0.00%
NMDC Group*						
2021	38	369	155	4.03%	4.06%	8.41%
2022	41	300	65	5.16%	3.22%	3.61%
Pure Health**						
2021	58	122	7	16.48%	14.65%	6.25%
2022	1,463	2,251	97	N/A	58.17%	14.88%
Trojan Construction Group						
2021	2,008	2,207	218	30.22%	20.98%	22.66%
2022	1,034	1,308	103	11.97%	9.85%	8.75%
Aldar Properties						
2021	1	39	2	N/A	N/A	N/A
2022	23	47	5	16.08%	8.75%	9.09%
TOTAL						
2021	<b>2,105</b>	<b>2,737</b>	<b>382</b>	<b>26.30%</b>	<b>13.13%</b>	<b>12.84%</b>
2022	<b>2,561</b>	<b>3,906</b>	<b>270</b>	<b>24.78%</b>	<b>14.46%</b>	<b>7.32%</b>

\*NMDC (NPCC) data highlights for only white-collar workers

\*\*As a result of the 2022 closure of Tamouh's Covid-19 field hospitals and test centres, Pure Health underwent extensive restructuring, which resulted in turnover and hiring rates that exceeded 100%.

	Total Turnover	Total New Hires
ADH Operations		
2021	0.0%	0.0%
2022	0.0%	100.0%
NMDC Group		
2021	4.7%	2.6%
2022	3.4%	7.9%
Pure Health		
2021	14.4%	50.2%
2022	72.1%	54.6%
Trojan Construction Group		
2021	24.5%	20.7%
2022	10.6%	30.6%
Aldar Properties		
2021	8.1%	38.5%
2022	10.2%	39.6%
TOTAL		
2021	16.4%	15.4%
2022	16.4%	27.3%

## DIVERSITY AND INCLUSION

### TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER %

	Labour		Entry-Level		Mid-Level		Senior-to-Executive Level	
	Female	Male	Female	Male	Female	Male	Female	Male
ADH Operations								
2021	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	100.00%
2022	0.00%	0.00%	0.00%	0.00%	66.67%	33.33%	60.00%	40.00%
NMDC Group*								
2021	0.04%	99.96%	5.62%	94.38%	6.24%	93.76%	1.81%	98.19%
2022	0.14%	99.86%	5.98%	94.02%	5.32%	94.68%	2.73%	97.27%
Pure Health**								
2021	N/A	N/A	50.16%	49.84%	32.43%	67.57%	36.84%	63.16%
2022	5.17%	94.83%	54.19%	45.81%	51.65%	48.35%	53.63%	46.37%
Trojan Construction Group								
2021	0.00%	100.00%	0.40%	99.60%	5.22%	94.78%	3.96%	96.04%
2022	0.00%	100.00%	3.02%	96.98%	6.67%	93.33%	4.53%	95.47%
Aldar Properties								
2021	N/A	N/A	46.56%	53.44%	26.88%	73.12%	7.69%	92.31%
2022	N/A	N/A	53.52%	46.48%	27.11%	72.89%	16.22%	83.78%
TOTAL								
2021	<b>0.01%</b>	<b>99.99%</b>	<b>19.88%</b>	<b>80.12%</b>	<b>10.87%</b>	<b>89.13%</b>	<b>7.52%</b>	<b>92.48%</b>
2022	<b>0.05%</b>	<b>99.95%</b>	<b>26.62%</b>	<b>73.38%</b>	<b>24.65%</b>	<b>75.35%</b>	<b>27.56%</b>	<b>72.44%</b>

### TOTAL EMPLOYEES BY JOB CATEGORY AND BY AGE GROUP %

	Labour			Entry-Level			Mid-Level			Senior-to-Executive Level		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
ADH Operations												
2021	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%
2022	0.00%	0.00%	0.00%	N/A	N/A	N/A	33.33%	66.67%	0.00%	0.00%	80.00%	20.00%
NMDC Group*												
2021	8.62%	78.36%	13.02%	8.49%	72.60%	18.91%	5.56%	75.73%	18.71%	0.36%	52.17%	47.46%
2022	7.03%	80.04%	12.93%	9.54%	73.71%	16.76%	3.80%	78.63%	17.56%	0.00%	58.18%	41.82%
Pure Health**												
2021	N/A	N/A	N/A	34.57%	60.02%	5.41%	10.04%	81.08%	8.88%	0.00%	60.00%	40.00%
2022	27.59%	63.79%	8.62%	21.10%	68.67%	10.23%	7.52%	79.49%	12.99%	1.66%	67.63%	30.71%
Trojan Construction Group												
2021	40.58%	54.86%	4.55%	21.20%	74.62%	4.18%	13.36%	76.44%	10.19%	0.59%	80.47%	18.93%
2022	41.16%	54.56%	4.27%	15.45%	75.66%	8.89%	9.33%	80.00%	10.67%	0.72%	80.67%	18.62%
TOTAL												
2021	<b>29.59%</b>	<b>62.94%</b>	<b>7.46%</b>	18.52%	69.49%	11.99%	9.35%	76.40%	14.25%	0.42%	66.99%	32.59%
2022	<b>31.73%</b>	<b>61.60%</b>	<b>6.67%</b>	16.11%	72.17%	11.72%	6.28%	79.19%	14.53%	0.70%	70.10%	29.20%

\*Aldar's nationality breakdown by continent given below:

Total Number of Nationalities	
ADH Operations	
2021	5
2022	9
NMDC Group	
2021	60
2022	60
Pure Health	
2021	58
2022	80
Trojan Construction Group	
2021	35
2022	35

Total Number of Nationalities		
	2021	2022
UAE Nationals	192	309
Middle East	105	140
Africa	16	22
Asia	116	149
North America and Europe	88	105
South America and Australia	Not Available	10

Aldar's numbers on Parental Leave

Parental Leave		
	2021	2022
Male employees that took parental leave	7	15
Female employees that took parental leave	9	13
Male employees returning to work in the reporting period	7	15
Female employees returning to work in the reporting period	9	13
Return to work rate	100%	100%

## EMIRATISATION

Emiratization Rate	
NMDC Group	
2021	9.7%
2022	7.00%
Pure Health	
2021	N/A
2022	12.2%
Trojan Construction Group	
2021	0.8%
2022	1.5%
Aldar Properties	
2021	37.1%
2022	42.0%
TOTAL	
2021	<b>7.2%</b>
2022	<b>8.8%</b>

Note: Emiratization rates have been calculated based on the total workforce, excluding labours

Number of UAE Nationals		
	Female	Male
NMDC Group		
2021	109	256
2022	N/A	N/A
Pure Health		
2021	11	2
2022	476	164
Trojan Construction Group		
2021	15	6
2022	33	12
Aldar Properties		
2021	N/A	N/A
2022	N/A	N/A
TOTAL		
2021	<b>135</b>	<b>264</b>
2022	<b>616</b>	<b>420</b>

Number of UAE Nationals			
	Below 30 years old	Between 30-50 years old	Over 50 years old
NMDC Group			
2021	120	223	22
2022	N/A	N/A	N/A
Pure Health			
2021	6	3	4
2022	260	339	41
Trojan Construction Group			
2021	0	9	12
2022	9	26	10
Aldar Properties			
2021	N/A	N/A	N/A
2022	N/A	N/A	N/A
TOTAL			
2021	<b>126</b>	<b>235</b>	<b>38</b>
2022	<b>392</b>	<b>561</b>	<b>75</b>

\*Aldar Properties corporate workforce includes a total of 501 Emiratis in 2022. The breakdown per gender and employment category was not available at the time of publishing the report.

## TRAINING HOURS

Number of UAE Nationals			
	Female	Male	TOTAL
NMDC Group			
2021	4,564	18,145	22,709
2022	5,639	59,685	65,324
Pure Health			
2021	3,100	1,634	4,734
2022	20,883	28,226	49,109
Aldar Properties			
2021	N/A	N/A	N/A
2022	4,021	4,783	8,804
TOTAL			
2021	<b>7,664</b>	<b>19,779</b>	<b>27,443</b>
2022	<b>30,543</b>	<b>92,694</b>	<b>123,237</b>

Total Training Hours				
	Labour	Entry-Level	Mid-Level	Senior-to-Executive Level
NMDC Group				
2021	0	8,171	12,111	2,427
2022	7,339	17,873	24,579	15,534
Pure Health				
2021	N/A	1,719	2,181	866
2022	0	7,026	9,242	3,998
Aldar Properties				
2021	N/A	N/A	N/A	N/A
2022	N/A	4,728	3,867	209
TOTAL				
2021	<b>0</b>	<b>9,890</b>	<b>14,292</b>	<b>3,293</b>
2022	<b>7,339</b>	<b>29,627</b>	<b>37,688</b>	<b>19,741</b>

## PERFORMANCE REVIEW

Total Number of Employees - Performance Review				
	Female	Male	Female (%)	Male (%)
NMDC Group				
2021	210	4747	97.67%	40.73%
2022	215	4606	89.58%	39.48%
Pure Health				
2021	474	564	80.07%	80.00%
2022	1987	1473	69.65%	60.62%
TOTAL				
2021	<b>684</b>	<b>5,311</b>	<b>62.07%</b>	<b>17.29%</b>
2022	<b>2,202</b>	<b>6,079</b>	<b>62.75%</b>	<b>16.20%</b>

Total Number of Employees - Performance Review								
	Labour	Entry-Level	Mid-Level	Senior-to-Executive Level	Labour	Entry-Level	Mid-Level	Senior-to-Executive Level
NMDC Group								
2021	733	1648	1754	341	9.04%	96.49%	98.54%	31.78%
2022	770	1752	1962	318	10.00%	96.64%	97.13%	25.46%
Pure Health								
2021	0	772	198	68	0.00%	81.87%	76.45%	71.58%
2022	0	2191	1251	303	0.00%	82.34%	66.68%	44.04%
TOTAL								
2021	<b>733</b>	<b>2,420</b>	<b>1,952</b>	<b>409</b>	<b>3.11%</b>	<b>65.37%</b>	<b>51.14%</b>	<b>26.77%</b>
2022	<b>770</b>	<b>3,943</b>	<b>3,213</b>	<b>621</b>	<b>2.76%</b>	<b>58.68%</b>	<b>65.30%</b>	<b>25.84%</b>

## COMMUNITY

Total Amount in AED	
NMDC	
2021	7,295,000.00
2022	7,757,000.00
Pure Health	
2021	69,452.38
2022	43,000.00
TOTAL	
2021	<b>7,364,452.38</b>
2022	<b>7,800,000.00</b>

## OCCUPATIONAL HEALTH AND SAFETY

	Number of Fatalities	Number of Lost Time Injuries	Number of Workdays Lost Due to Injury	Number of Other Occupational Injuries	Number of High Potential Incidents	Number of Near Miss Incidents	Number of Hours Worked
NMDC Group							
2021	1	2	80	55	14	245	52,723,783
2022	0	4	320	17	7	272	45,638,055
Pure Health							
2021	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2022	0	1	3	37	1	137	N/A
Trojan Construction Group							
2021	0	0	N/A	0	N/A	N/A	29,185,000.00
2022	0	0	N/A	0	N/A	N/A	181,896,000.00
TOTAL							
2021	<b>1</b>	<b>2</b>	<b>80</b>	<b>55</b>	<b>14</b>	<b>245</b>	<b>81,908,783.00</b>
2022	<b>0</b>	<b>5</b>	<b>323</b>	<b>54</b>	<b>8</b>	<b>409</b>	<b>240,732,686.00</b>

	Number of Work-Related Fatalities	Total Number of Work-Related Injuries Resulting in Lost Time	LTIFR	Number of Hours Worked
Aldar Properties (Contracted Workers) <sup>1</sup>				
2022	2	16	0.13	144,442,416
Aldar Properties (Direct Employees) <sup>2</sup>				
2022	0		0.30	13,198,631.00
Aldar Properties (Direct Employees) <sup>3</sup>				
2022	0	0	0	1,411,200

<sup>1</sup>Contracted Workers on Aldar Properties' construction sites and from their Community and Property Management subsidiaries

<sup>2</sup>Direct Employees from Aldar Properties' Facility Management subsidiary

<sup>3</sup>Direct Employees from Aldar Properties' Corporate offices

**PROCUREMENT**

	Total Number of Suppliers	Total Number of Local Suppliers
<b>NMDC Group</b>		
2021	3,638	82.85%
2022	3,921	81.15%
<b>Pure Health</b>		
2021	422.00	85.31%
2022	1,404.00	80.77%
<b>Trojan Construction Group</b>		
2021	9,442.00	94.99%
2022	11,806.00	95.00%
<b>TOTAL</b>		
2021	<b>13,502.00</b>	<b>69.10%</b>
2022	<b>17,131.00</b>	<b>72.10%</b>

	Total Procurement Spending (in AED)	Total Procurement Spending on Local Suppliers (in AED)
<b>NMDC Group</b>		
2021	2,032.64	69.63%
2022	6,065.77	61.25%
<b>Pure Health</b>		
2021	2,562.66	85.64%
2022	3,271.77	80.46%
<b>Trojan Construction Group</b>		
2021	5,000.00	100.00%
2022	5,900.00	100.00%
<b>TOTAL</b>		
2021	<b>9,595.30</b>	<b>74.99%</b>
2022	<b>15,237.55</b>	<b>56.00%</b>

	Total Number of New Suppliers in specified year	Total Number of New Suppliers in specified year that were screened using environmental criteria
<b>NMDC Group</b>		
2021	N/A	N/A
2022	N/A	N/A
<b>Pure Health</b>		
2021	N/A	N/A
2022	N/A	N/A
<b>Trojan Construction Group</b>		
2021	2,385	2,385
2022	2,870	2,870
<b>TOTAL</b>		
2021	<b>2,385</b>	<b>2,385</b>
2022	<b>2,870</b>	<b>2,870</b>

**ENVIRONMENT**

**ENERGY (2022 DATA)**

Energy Consumption (GJ)		ADH Operations	NMDC Group	Pure Health	Trojan Construction Group	
Energy Consumption	Fuel Consumption	Petrol	N/A	30,796.41	0.00	41,038.81
		Diesel	N/A	3,138,770.17	3,697.32	1,321,020.05
	Electricity Consumption		10.18	276,284.91	322,622.42	37,623.84
	Chilled Water		110,700.37	2,000,878.68	0.00	0.00
Direct Energy Consumption per Subsidiary		N/A	3,169,566.58	3,697.32	1,362,058.86	
Indirect Energy Consumption per Subsidiary		110,710.55	2,277,163.58	322,622.42	37,623.84	
<b>Total Energy Consumption per Subsidiary</b>		<b>110,710.55</b>	<b>5,446,730.17</b>	<b>326,319.74</b>	<b>1,399,682.70</b>	
<b>Total Direct Energy Consumption</b>		<b>4,535,322.76</b>				
<b>Total Indirect Energy Consumption</b>		<b>2,748,120.40</b>				
<b>Total Energy Consumption</b>		<b>7,283,443.16</b>				

2022 Energy Intensity (GJ/Employee)	ADH Operations	NMDC Group	Pure Health	Trojan Construction Group
Direct Energy Intensity	N/A	266.17	0.70	58.97
Indirect Energy Intensity	6,919.41	191.23	61.07	1.63
Total Energy Intensity per Subsidiary	6,919.41	457.40	61.77	60.60
<b>TOTAL ENERGY INTENSITY</b>	<b>180.72</b>			

**Note:** Aldar Properties' energy data was not available at the time of publishing the report.

## GHG EMISSIONS (2022 DATA)

GHG Emissions (MT CO2e)*	ADH Operations	NMDC	Pure Health	Trojan Construction Group	Aldar Properties
Scope 1	N/A	231,869.07	4,675.54	90,965.11	2,087.00
Scope 2	12,427.22	254,528.11	36,215.37	4,223.39	230,567.00
Scope 3	N/A	456,025.05	1,159.93	59,160.20	1,403,248.45
<b>Total Emissions per Subsidiary</b>	<b>12,427.22</b>	<b>942,422.22</b>	<b>42,050.85</b>	<b>154,348.70</b>	<b>1,635,902.45</b>
TOTAL SCOPE 1	329,596.72				
TOTAL SCOPE 2	537,961.10				
TOTAL SCOPE 3	1,919,593.63				
<b>TOTAL EMISSIONS</b>	<b>2,787,151.45</b>				

\*For a detailed breakdown of the emissions, please consult the Environmental Sustainability Data Sheet found in the appendix section.

GHG Emissions Intensity (MT CO2 e/Employee)	ADH Operations	NMDC	Pure Health	Trojan Construction Group
Scope 1 Intensity	N/A	19.47	0.89	3.94
Scope 2 Intensity	776.70	21.37	6.86	0.18
Scope 3 Intensity	N/A	38.30	0.22	2.56
Total Emissions Intensity per Subsidiary	776.70	79.14	7.96	6.68
<b>TOTAL EMISSIONS INTENSITY</b>	<b>67.92</b>			

## GHG EMISSIONS (MT CO2E)\*

Scope	Item	Sub-item	ADH Operations	NMDC Group	Pure Health	Trojan Construction Group
Scope 1	Fuel consumption for Power Generators	Diesel	N/A	140,825.10	247.19	19,034.41
	Owned or leased vehicles, vessels, and marine equipment	Diesel	N/A	69,025.02	N/A	69,285.60
		Petrol	N/A	1,984.94	N/A	2,645.10
	Refrigerant Leakage		N/A	20,034.00	4,428.35	N/A
Scope 2	Electricity		1.14	29,931.70	36,215.37	4,223.39
	Chilled Water		12,426.08	224,596.41	N/A	N/A
Scope 3	Transportation, excluding owned modes	Petrol	N/A	815.43	N/A	N/A
	Water		N/A	12,952.17	567.88	5,623.41
	Wastewater		N/A	441,747.22	148.87	1,778.99
	Paper		N/A	453.08	385.08	N/A
	Waste		N/A	57.15	58.11	51,757.81
<b>Total emissions per Subsidiary</b>			<b>12,427.22</b>	<b>942,422.22</b>	<b>42,050.85</b>	<b>154,348.70</b>
<b>TOTAL EMISSIONS</b>			<b>2,093,671.23</b>			

\*The emission composition for each scope is only presented for those companies for whom the information was accessible.

## ALDAR'S GHG EMISSIONS BREAKDOWN:

GHG Emission Scope	Reporting Criteria	2022	
Scope 1	Emissions from fuels, including diesel, petrol, LNG and natural gas for assets where Aldar Properties has operational control	2,087.00	
Scope 2	Emissions from electricity and chilled water from assets where Aldar Properties has direct operational control	230,567.00	
Scope 3	Purchased goods and services	Emissions from purchased goods from water, and emissions from cooling and electricity for assets where management is purchased by Aldar Properties through a third party	248,101
	Capital goods	Emissions from embodied carbon which includes, materials, fuel used for equipment, worker transportation and site offices, and water.	770,769
	Waste generated in operations	Emissions from waste for assets where Aldar Properties has operational control	132,548
	Use of sold products	Operational emissions from the use of sold products	102,421
	Downstream leased assets	Operational emissions from tenanted spaces in retail and commercial spaces	149,409



## WATER (2022 DATA)

Water Consumption (m <sup>3</sup> )	NMDC Group	Pure Health	Trojan Construction Group
Water Consumption	4,768,840.61	452,171.44	846,586.49
<b>Total</b>	<b>6,067,598.54</b>		
Water Consumption Intensity in m <sup>3</sup> /Employee	400.47	85.59	36.66
<b>Total</b>	<b>150.61</b>		

## WASTE

### Total Weight of Waste Generated by Category (in MT)

	Paper/Cardboard	Food/Inert Street Garbage	Concrete Rubble	Hazardous Chemicals
<b>NMDC Group</b>				
2021	0	3,424.07	2,336.98	N/A
2022	403.79	584,066.34	235.76	519.15
<b>Pure Health</b>				
2022	981	N/A	N/A	0.6
<b>TOTAL</b>				
2021	<b>N/A</b>	<b>3,424</b>	<b>2,337</b>	<b>N/A</b>
2022	<b>1,385</b>	<b>584,066</b>	<b>236</b>	<b>520</b>

### Total Weight of Waste Recycled (in MT)

	Non-Hazardous Weight	Hazardous Weight
<b>NMDC Group</b>		
2021	27,800.03	1,480.03
2022	12,315.50	328.26
<b>Trojan Construction Group</b>		
2022	89,397.00	N/A
<b>TOTAL</b>		
2021	<b>27,800</b>	<b>1,480</b>
2022	<b>101,713</b>	<b>328</b>

### Total Weight of Waste Recycled (in MT)

	Paper/ Cardboard	Aluminium/ Metal Scrap	Used Filters and Oily Waste	Wood/Broken furniture	Sand Waste	Concrete Waste	Agricultural Waste
<b>NMDC Group</b>							
2021	47.23	4,465.66	1,237.65	26,747.12	21,036.29	304.20	488.10
2022	84.39	817.59	120.62	11,437.06	143.67	143.57	N/A
<b>Trojan Construction Group</b>							
2022	28	N/A	34.32	N/A	N/A	N/A	N/A
<b>TOTAL</b>							
2021	<b>47</b>	<b>4,466</b>	<b>1,238</b>	<b>26,747</b>	<b>21,036</b>	<b>304</b>	<b>488</b>
2022	<b>112</b>	<b>818</b>	<b>155</b>	<b>11,437</b>	<b>144</b>	<b>144</b>	<b>N/A</b>

## KEY ESG PERFORMANCE INDICATORS GRI & ADX INDEX

GRI 1: FOUNDATION 2021				
<b>STATEMENT OF USE</b>	Alpha Dhabi Holding (ADH) has reported the information cited in this GRI content index for the period 1 January – 31 December 2022 in accordance with the GRI Standards.			
GRI 2: GENERAL DISCLOSURES				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
THE ORGANISATION AND ITS REPORTING PRACTICE				
2-1	Organisational details		4-7	
2-2	Entities included in the organisation's sustainability reporting	G7: Sustainability reporting G8: Disclosure Practices G9: External Assurance	4-7	
2-3	Reporting period, frequency and contact point	G7: Sustainability reporting G8: Disclosure Practices	4-7	
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2-5	External assurance	G10: External Assurance	4-7	
ACTIVITIES AND WORKERS				
2-6	Activities, value chain and other business relationships		10-15	
2-7	Employees	S3: Employee Turnover S4: Gender Diversity	10-15, 31-49	
2-8	Workers who are not employees	G4: Supplier Code of Conduct	10-15, 80-81	
GOVERNANCE				
2-9	Governance structure and composition	G1: Board Diversity	66-69	
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2-13	Delegation of responsibility for managing impacts			
2-14	Role of the highest governance body in sustainability reporting	G3: Incentivised Pay		
2-15	Conflicts of interest	G6: Ethics & Anti-Corruption		
2-16	Communication of critical concerns			
2-17	Collective knowledge of the highest governance body		66-69	
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GRI 2: GENERAL DISCLOSURES				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
<b>GOVERNANCE</b>				
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2-20	Process to determine remuneration	S2: Gender Pay Ratio	66-69	
2-21	Annual total compensation ratio	G3: Incentivised Pay S1: CEO Pay Ratio S2: Gender Pay Ratio	66-69	
<b>STRATEGY, POLICIES AND PRACTICES</b>				
2-22	Statement on sustainable development strategy	G8: Sustainability reporting G9: Disclosure Practices E8 & E9: Environmental Oversight	17-29	
2-23	Policy commitments		66-69	
2-24	Embedding policy commitments		66-69	
2-25	Processes to remediate negative impacts		66-69	
2-26	Mechanisms for seeking advice and raising concerns		66-69	
2-27	Compliance with laws and regulations	G7: Ethics & Anti-Corruption	66-69	
2-28	Membership associations	S1: CEO Pay Ratio	66-69	
<b>STAKEHOLDER ENGAGEMENT</b>				
2-29	Approach to stakeholder engagement		17-19	Not applicable for companies operating in the UAE
2-30	Collective bargaining agreements			
<b>GRI 3: MATERIAL TOPICS</b>				
3-1	Process to determine material topics		17-21	
3-2	List of material topics		17-21	
3-3	Management of material topics		17-21	
<b>GRI 200: ECONOMIC STANDARD SERIES</b>				
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>				
<b>GRI 201 TOPIC SPECIFIC</b>				
3-3	Management Approach		74	
201-1	Direct economic value generated and distributed		74	Please refer to our 2022 audited financial statements.

GRI 202: MARKET PRESENCE 2016				
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<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>				
<b>GRI 203 TOPIC SPECIFIC</b>				
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203-2	Significant indirect economic impacts		74	
<b>GRI 204: PROCUREMENT PRACTICES 2016</b>				
<b>GRI 204 TOPIC SPECIFIC</b>				
3-3	Management Approach		80-81	
204-1	Proportion of spending on local suppliers	G4: Supplier Code of Conduct	80-81	
<b>GRI 205: ANTI-CORRUPTION 2016</b>				
<b>GRI 205 TOPIC SPECIFIC</b>				
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205-2	Communication and training about anti-corruption policies and procedures		66-69	
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<b>GRI 300: ENVIRONMENTAL STANDARD SERIES</b>				
<b>GRI 302: ENERGY 2016</b>				
<b>GRI 302 TOPIC SPECIFIC</b>				
3-3	Management Approach	E10: Climate Risk Mitigation	50-59	
302-1	Energy consumption within the organization	E3: Energy Usage	50-59	
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GRI 303: WATER AND EFFLUENTS 2018				
GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
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303-5	Water Consumption	E6: Water Usage	50-59	
<b>GRI 305: EMISSIONS 2016</b>				
<b>GRI 305 TOPIC SPECIFIC</b>				
3-3	Management Approach	E8 & E9: Environmental Oversight	50-59	
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